

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES (CEDs)

UPDATE

Keeping Our Region Competitive



Economic Development in the Old Colony Economic Development District



Prepared by

Old Colony Planning Council
70 School Street
Brockton, MA 02301

June 2009

Comprehensive Economic Development Strategy Update

CEDS 2009



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Economic Development In The Old Colony Economic Development District

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Approved by the OCPC Council on April 29, 2009

This report has been prepared under the direction of Pasquale Ciaramella, OCPC Executive Director with participation and review by the CEDS Committee in accordance with the Public Works and Economic Development Act of 1965, as amended with financial assistance from the U.S. Department of Commerce, Economic Development Administration, Program for Planning Assistance for Districts, Section 301 (b).

Contract # 01-83-08475-01

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In Remembrance

Joseph P. Joseph

Joe Joseph served as Chair of the OCPC OEDP/CEDS Committee from 1988 to 2001. Joe's business career spanned more than 40 years. He was general manager of the Stillman Tire Company in Brockton for 23 years and in 1983, he became the executive director of the Brockton Area Private Industry Council, retiring in 2000, after serving 17 years. Joe was a valued Chair, advisor and friend. Joe passed away on January 12, 2009.

Michael V. Sikora, Jr.

Mike Sikora was a long-time member of the OCPC OEDP/CEDS Committee. He represented the Plymouth County Extension Service. Mike went on to work as Senior Arborist for National Grid. We valued his service to the Committee. Mike passed away in July, 2008.



"KEEPING OUR REGION COMPETITIVE"

Comprehensive Economic Development Strategy (CEDS) 2009

I. EXECUTIVE SUMMARY

The Old Colony Planning Council Economic Development District is a very diverse region. Our economy ranges from agriculture and fishing to high tech manufacturing and service businesses. Our geography includes miles of coastline, natural lakes and thousands of acres of wetlands and forests.

The Old Colony region is the fastest growing area in the state. With the large metropolitan area of Boston to the north and the enormously popular tourist destination of Cape Cod to the southeast, our district is located in the middle of two generators of growth and economic activity.

A. FINDINGS AND RECOMMENDATIONS

The average annual unemployment rate for the City of Brockton for the year 2008 was 5.6%, despite strength in some sectors and an aggressive local effort to boost the economy. Pockets of distress still remain in the region, and there has been a continuing shift from higher paying manufacturing employment to a more service and retail-based economy.

The District's economic strategy, as expressed by the goals, objectives, action plan and recommended economic development projects found in this report, focuses primarily on those pockets of distress that have lagged behind the state and abutting regions.

The District's five-year experience is best summarized by the following seven findings of the Old Colony Planning Council (OCPC) Economic Development District Comprehensive Economic Development Committee (OCPC EDD CEDS) as a result of the Comprehensive Economic Development Strategy (CEDS) process.

- 1. DESPITE THE REASONABLE CONDITION OF THE AREA'S ECONOMY, THERE ARE STILL AREAS OF DISTRESS IN THE REGION.** Unemployment rates have declined very little in the past year. The City of Brockton continues to have the highest yearly average unemployment rates in the region. Agriculture dependant communities such as Plympton have suffered job losses due to the decline of the cranberry industry.
- 2. THE DISTRICT'S ECONOMY HAS SHIFTED IN THE PAST TEN YEARS SO THE ECONOMIC DEVELOPMENT STRATEGY MUST SHIFT ACCORDINGLY.** In recent years wholesale and retail trade and the service sector have grown dramatically in terms of regional employment while the manufacturing

and agricultural sectors continue to decline. These changes mean that local and regional economic development strategies must continue to be reviewed.

3. **THE ROLE OF THE ECONOMIC DEVELOPMENT ORGANIZATIONS IN THE REGION MUST EVOLVE AND ADAPT TO CHANGING TIMES.** OCPC's role must focus on building and strengthening regional partnerships among all parties involved in economic development. Links between education and training, financing, site development and promotion and quality of life issues deserve equal consideration.
4. **EDUCATION AND JOB TRAINING IS OUR MOST IMPORTANT NEED.** Job training to meet the needs of present and future employers must be an essential part of the regional economic development strategy.
5. **SMALL BUSINESSES REMAIN THE FOUNDATION OF THE REGIONAL ECONOMY.** Over two-thirds of the businesses in the District have ten employees or less. The regional economic development strategy must recognize the needs of those businesses and seek to meet them.
6. **TRANSPORTATION PLANNING IS SIGNIFICANT TO THE ECONOMY OF THE REGION AND GOOD PLANNING IS ESSENTIAL.** Highway, rail and airport improvements will ease the mobility of people and goods and further regional economic growth.
7. **INFRASTRUCTURE IMPROVEMENTS ARE CRUCIAL TO THE REGION.** Wastewater, sewer, waste disposal, transportation and telecommunication-technology related improvements are vital to the present and future economic health of the region.



B. FACTS ABOUT THE OLD COLONY PLANNING COUNCIL ECONOMIC DEVELOPMENT DISTRICT (EDD)

- Population – Between the 1960 and 2000 Census, the region grew twice as fast as the state (57% vs. 23%). During this period, the six communities that showed the greatest percentage of growth rate were: Halifax (469%), Plymouth (358%), Pembroke (344%), Kingston (274%), Easton and Bridgewater (245%).
- Agriculture - The OCPC EDD is home to some of the largest cranberry producing areas in the country.
- Zoning – All of the EDD’s communities have zoning, with bylaws constructed around residential, commercial and industrial categories. Almost ninety percent of the district’s land is zoned for residential use, with higher densities permitted in the City of Brockton. Buildout analyses conducted by the state in all the district’s communities indicate that there is much more land zoned for business and industry that can ever be developed in the region.
- Transportation – The region is served by a network of highways and local roads as well as three railroad lines: the Boston to Plymouth/Kingston rail line, the Boston to Middleboro line and the Stoughton branch. The Massachusetts Bay Transportation Authority (MBTA) provides commuter rail service on all three lines. Bay Colony Railroad provides freight service on the Plymouth/Kingston line. CSX Transportation provides freight service on the Middleboro line and the Stoughton branch. The completed relocation and reconstruction of Route 44 in the Kingston, Plymouth and Plympton area has implications for future economic development in the region.
- The Brockton Area Transit Authority (BAT), Plymouth Area Link and the Massachusetts Bay Transportation Authority provide regional bus service. BAT’s modified “pulse” system with most routes departing from a downtown terminal makes Brockton the most transit-accessible point in the region.
- Inter Regional bus service is offered by private companies. Most of this is orientated to Boston.
- Major trucking firms serve the region. Most firms serve Massachusetts and other New England states.
- Water transportation is available through the modern, well-equipped Port of Boston operated by the Massachusetts Port Authority (MASSPORT). Service is also available from Plymouth to the Cape and islands
- Air transportation is available at General Edward Lawrence Logan International Airport in Boston and at the Plymouth and Hanson airports in the District. Logan

provides extensive passenger service, airfreight service and general aviation facilities. Plymouth Airport provides fixed base services accommodating aircraft used for business, recreation and public safety. The Massachusetts State Police uses this airport as the headquarters of their air wing. The airport is home to twenty-seven aviation orientated private businesses employing more than 230 persons. Cranland Airport in Hanson is a seasonal airport that is used by recreational and agricultural (crop spraying) aircraft.

- Recreation – The OCPC EDD has many recreation areas including three state parks and forests (Ames Nowell State Park in Abington, Borderland State Park in Easton and Myles Standish State Forest in Plymouth), 18 golf courses, and a professional minor league baseball team (the Brockton Rox). Many district communities sponsor active recreation programs for adults and children.
- Museums and Cultural Attractions – The district has many cultural attractions including the Brockton Historical Society Museums, Fuller Crafts Museum in Brockton, the Brockton Symphony Orchestra, the Children’s Museum in Easton, Plymouth Philharmonic Orchestra, Plimouth Plantation, Plymouth Rock, and Mayflower II in Plymouth. Many district communities have local historical societies.
- Early History – The district is a site of Native American history and culture. The Wampanoag Indian Tribe occupied this land long before the Pilgrims landed here in 1620 and evidence of this civilization can be found throughout the district.
- Education – In 2000, the OCPC EDD exceeded the state percentage of the population that has completed high school (89.3% vs. 84.8%). In 2000 however, only one district community (Easton) exceeded the state average of those who completed four years of college.



C. THE REGION'S ASSETS AND LIABILITIES

The region's assets and liabilities below were developed from a survey conducted by OCPC and the Center for Economic Development at the University of Massachusetts. Businesses, organizations and municipal officials from Bristol and Plymouth counties were surveyed as part of the effort to develop the Massasoit Compact, a plan to coordinate the efforts of all regional and local economic development officials.

ASSETS

- The region has miles of beautiful coastline.
- The region is rich in history, from historic communities stretching from Stoughton to Plymouth Rock.
- The region's coastline and inland lakes and ponds, along with forests and state parks are highly conducive to sports activities throughout the year. The region includes the historic attractions of Plymouth and is in close proximity to Cape Cod.
- The District has a great variety of land in industrial parks, as well as scattered individual parcels with utilities, and some significant tracts of developable raw land.
- There is available space in buildings ready to be occupied almost immediately.
- The region is a center of innovation and entrepreneurial spirit. The John Joseph Moakley Center at Bridgewater State College is a center of such activity.
- The region is well served by highways, freight and commuter rail service and access to airports in Boston, Halifax, Plymouth, Providence and Worcester.
- The area has many educational resources such as Bridgewater State College, Massasoit Community College, Stonehill College and the University of Massachusetts/Boston, Curry College and Quincy College Plymouth campus. It is close to the colleges of Boston and the Boston area.
- The region has many cultural amenities such as Brockton's Fuller Craft Museum, the Brockton Rox baseball team and the Comcast Center in nearby Mansfield. The area is close to the cultural resources of Boston and Providence.
- The District is within an hour's travel time of two of the nation's most fully developed seaports: Boston and Providence.

LIABILITIES

- Despite deregulation, energy costs remain high in the district compared to many other areas.
- The District has limited access to national markets.
- The region's low wage levels offer lower labor costs, but also limit local buying power.
- The region has natural limitations on industrial land.
- The region's workforce is in need of further skills development.
- The region is host to many older industries that are subject to pressure to relocate to lower cost parts of the country or the world.
- Water, sewer, electric and natural gas improvements are long overdue in certain parts of the region and unless addressed will become a major deterrent to growth.
- The region and the state have high housing costs.
- The regional highway system lacks high capacity, direct east-west facilities within the District. Peak hour capacity is a problem on some north-south routes.



II. ANALYSIS – WHERE ARE WE?

The Old Colony Region is the fastest growing area of Massachusetts. This section examines population, labor force, income, educational attainment and journey to work data.

A. POPULATION AND LABOR FORCE

1. Population

In the past twenty years, Southeastern Massachusetts has experienced a higher population growth than the rest of the state.

Table 1 shows that from 1980 to 2000, OCPC's region gained 44,561 people. By 2020, the population is expected to grow by 63,790 people. See Table 2

Between 1980 and 2000 population growth differed by communities. The communities with the largest rates of growth in that time period were Kingston, Bridgewater, East Bridgewater, Halifax and Plymouth. During the same time period, Avon, Brockton and West Bridgewater lost population.

2. Regional Racial/Ethnic Composition

Table 3 shows the district's population by Race and Hispanic Origin for 2000. Overall, the region is predominantly white.

3. Age Profile

Table 4 shows the age distribution for the Old Colony region for census year 2000. The median age of residents in our area is 36.7

4. Education

The district has smaller percentages of college graduates and larger percentages of people with only a high school education. See Table 5.

5. Income

The district regional median household income (\$58,269) and median family income (\$67,331) for the year 2000 were higher than the state medians in those categories (\$50,502 and \$61,664) respectfully. Per Capita income for the district in 2000 was lower than the state (\$24,032 versus \$25,952) respectfully. See Table 6.

Table 1
Population Growth Trends
In the OCPC Region

Population Growth Trends & Percent Change

Year	Abington	Avon	Bridgewater	Brookton	East Bridgewater	Easton	Halifax	Hanson	Kingston	Pembroke	Plymouth	Plympton	Stoughton	West Bridgewater	Whitman	OCPC Region
1950	7,152	2,666	9,512	62,860	4,412	6,244	944	3,264	3,461	2,579	13,608	697	11,146	4,059	8,413	141,017
1960	10,607	4,301	10,276	72,813	6,139	9,078	1,599	4,370	4,302	4,919	14,445	821	16,328	5,061	10,485	175,544
1970	12,334	5,295	12,902	89,040	8,347	12,157	3,537	7,148	5,999	11,193	18,606	1,224	23,459	6,079	13,069	230,379
1980	13,517	5,026	17,202	95,172	9,945	16,623	5,513	8,617	7,362	13,487	35,913	1,974	26,710	6,359	13,534	276,964
1990	13,817	4,558	21,249	92,798	11,104	19,807	6,526	9,028	9,045	14,544	45,608	2,384	26,777	6,389	13,240	296,864
2000	14,605	4,443	25,185	94,304	12,974	22,299	7,500	9,495	11,780	16,927	51,701	2,637	27,149	6,634	13,882	321,515

Percent Change

Time Period	Abington	Avon	Bridgewater	Brookton	East Bridgewater	Easton	Halifax	Hanson	Kingston	Pembroke	Plymouth	Plympton	Stoughton	West Bridgewater	Whitman	OCPC Region
1950 - 1960	48.31%	61.33%	8.03%	15.83%	39.14%	45.39%	69.39%	33.88%	24.30%	90.73%	6.15%	17.79%	46.49%	24.69%	24.63%	24.48%
1960 - 1970	16.28%	23.11%	25.55%	22.29%	35.97%	33.92%	21.20%	63.57%	39.45%	27.55%	28.81%	49.09%	43.67%	20.11%	24.55%	31.24%
1970 - 1980	9.59%	-5.08%	33.33%	6.89%	19.14%	36.74%	55.87%	20.55%	22.72%	20.59%	93.02%	61.27%	13.86%	4.61%	3.64%	20.22%
1980 - 1990	2.22%	-9.31%	23.53%	-2.50%	11.65%	19.15%	18.37%	4.77%	22.86%	7.84%	27.00%	20.77%	0.25%	0.47%	-2.17%	7.19%
1990 - 2000	5.70%	-9.74%	18.52%	1.63%	16.84%	12.58%	14.92%	5.17%	30.23%	16.38%	13.35%	10.61%	1.38%	3.83%	4.84%	8.30%

Source: U.S. Census 2000
Updated 01/07/2008 SJM

Table 2
Population Projections

Population Projections for 2010 - 2030 and Percent Change (2000 - 2030)

	Population			Population Projections					Percentage of Change				
	2000	2010	2020	2025	2030	2000 - 2010	2010 - 2020	2020 - 2025	2025 - 2030	2000 - 2030			
Community	14,605	15,131	16,882	17,711	18,540	3.60%	11.57%	4.91%	4.68%	26.94%			
Abington	4,443	4,450	4,734	4,917	5,100	0.16%	6.39%	3.86%	3.72%	14.79%			
Avon	25,185	33,138	39,022	42,136	45,250	31.58%	17.76%	7.98%	7.39%	79.67%			
Bridgewater	94,304	89,945	95,367	98,413	101,460	-4.62%	6.03%	3.19%	3.10%	7.59%			
Brockton	12,974	14,202	16,097	17,023	17,950	9.46%	13.34%	5.76%	5.44%	38.35%			
East Bridgewater	22,299	30,017	34,887	37,699	40,510	34.61%	16.23%	8.06%	7.46%	81.67%			
Easton	7,500	8,805	9,825	10,447	11,070	17.40%	11.58%	6.34%	5.96%	47.60%			
Halifax	9,495	13,728	15,719	17,065	18,410	44.59%	14.50%	8.56%	7.88%	93.89%			
Hanson	11,780	13,255	15,238	16,184	17,130	12.52%	14.96%	6.21%	5.85%	45.42%			
Kingston	16,927	18,246	20,831	22,006	23,180	7.79%	14.17%	5.64%	5.34%	36.94%			
Pembroke	51,701	66,640	73,633	78,921	84,210	28.90%	10.49%	7.18%	6.70%	62.88%			
Plymouth	2,637	3,558	5,208	5,724	6,240	34.93%	46.37%	9.91%	9.02%	136.63%			
Plympton	27,149	26,037	26,039	26,674	27,310	-4.10%	0.01%	2.44%	2.38%	0.59%			
Stoughton	6,634	8,521	11,438	12,454	13,470	28.45%	34.23%	8.88%	8.16%	103.04%			
West Bridgewater	13,882	13,728	16,080	16,875	17,670	-1.11%	17.13%	4.94%	4.71%	27.29%			
Whitman													
OCPC Region Totals	321,515	359,400	401,000	424,250	447,500	11.78%	11.57%	5.80%	5.48%	39.18%			

Source: U.S. Census 2000, OCPC, and EOTPW

Updated: 11/2007 WLM

**Table 3
2000 Population By Race and Hispanic Origin**

Area Name	Total Population By Race										Persons of Hispanic Origin (of any race)	
	Total Persons	Persons of One Race:										Persons of Two or More Races
		Subtotal (One Race)	White Alone	Black or African American Alone	American Indian and Alaska Native Alone	Asian Alone	Native Hawaiian & Other Pacific Islander Alone	Some Other Race Alone				
Massachusetts	6,349,097	6,203,092	5,367,286	343,454	15,015	238,124	2,489	236,724	146,005	428,729		
Abington	14,605	14,484	14,237	111	17	71	1	47	121	103		
Avon	4,443	4,405	4,152	166	12	41	0	34	38	64		
Bridgewater	25,185	24,903	21,982	1,017	59	271	5	1,569	282	693		
Brockton	94,304	86,966	57,989	16,811	338	2,066	34	9,728	7,338	7,552		
East Bridgewater	12,974	12,833	12,573	129	22	62	4	43	141	97		
Easton	22,299	22,096	20,501	354	10	309	2	920	203	352		
Halifax	7,500	7,441	7,360	23	2	20	0	36	59	41		
Hanson	9,495	9,391	9,176	105	22	33	0	55	104	65		
Kingston	11,780	11,665	11,427	113	14	51	1	59	115	88		
Pembroke	16,927	16,802	16,569	85	12	86	2	48	125	90		
Plymouth	51,701	50,937	49,022	988	131	295	20	481	764	870		
Plympton	2,637	2,619	2,554	26	16	9	0	14	18	11		
Stoughton	27,149	26,530	24,017	1,548	28	580	13	344	619	419		
West Bridgewater	6,634	6,550	6,395	63	17	45	0	30	84	67		
Whitman	13,882	13,726	13,487	90	22	59	2	66	156	122		
OCPC Region Totals	321,515	311,348	271,441	21,629	722	3,998	84	13,474	10,167	10,634		

Source: U.S. Census Bureau, Census 2000
Updated 01/07/2008 SJM

Table 4
 OCPC Region Age Distribution Of The Population 2000

Community	Age	0-4	5-9	10-14	15-19	20-24	25-34	35-44	45-54	55-59	60-64	65-74	75-84	85+
Abington		6.9	7.3	7.4	6.3	5.1	14.0	17.5	14.3	5.2	3.7	6.0	4.5	1.7
Avon		5.5	6.6	6.5	6.0	5.0	12.3	16.5	14.3	4.9	5.0	10.2	5.7	1.6
Bridgewater		6.2	6.7	6.4	6.6	9.7	14.9	18.0	13.5	4.5	2.8	4.7	3.1	0.9
Brockton		7.3	8.0	8.2	7.1	6.4	14.6	15.9	12.4	4.8	3.6	5.8	4.2	1.7
East Bridgewater		7.1	8.0	7.9	7.0	4.9	13.5	18.7	14.2	5.3	3.3	5.3	3.6	1.3
Easton		6.5	7.1	6.9	9.0	8.1	11.1	17.2	15.5	6.6	3.2	6.5	2.8	1.1
Halifax		6.9	7.3	7.3	6.3	4.0	13.7	17.7	14.6	5.4	4.1	6.7	4.8	1.2
Hanson		7.1	8.2	8.2	7.1	4.6	12.8	18.3	15.6	5.9	3.6	5.1	2.9	0.6
Kingston		8.4	8.0	7.5	5.4	3.3	12.8	18.8	14.3	4.9	3.0	6.2	3.2	2.2
Pembroke		7.9	8.0	8.4	6.6	3.7	13.5	19.3	14.6	6.8	4.0	6.0	2.6	0.9
Plymouth		6.7	7.5	7.3	6.5	4.9	14.5	17.5	15.3	5.2	3.4	5.2	4.2	1.9
Plympton		6.1	8.4	8.8	7.8	3.8	10.7	18.9	18.4	6.6	3.9	3.6	2.2	0.7
Stoughton		5.6	6.3	6.7	5.8	4.7	13.3	17.1	14.8	6.0	4.4	7.8	5.5	1.8
West Bridgewater		5.9	6.0	6.6	6.3	4.6	11.8	16.3	14.7	5.7	4.3	8.2	6.8	2.8
Whitman		6.8	7.6	8.0	6.9	5.8	15.5	18.1	13.8	4.7	3.3	5.0	3.4	1.0
OCPC Region		6.86	7.47	7.54	6.97	5.80	13.91	17.24	14.06	5.15	3.56	5.78	4.07	1.51

Source: U.S. Census 2000
 Updated 01/07/2008 SJM

Table 5
Educational Attainment

	% Completed High School or Higher	% Completed Bachelor's Degree or Higher
Abington	89.80%	22.00%
Avon	90.60%	21.20%
Bridgewater	86.80%	29.60%
Brockton	75.90%	14.00%
East Bridgewater	88.60%	22.20%
Easton	93.90%	39.60%
Halifax	91.20%	21.20%
Hanson	93.20%	24.60%
Kingston	89.40%	31.70%
Pembroke	92.90%	28.50%
Plymouth	89.40%	26.40%
Plympton	92.70%	27.30%
Stoughton	86.30%	28.40%
West Bridgewater	88.00%	20.20%
Whitman	90.20%	21.70%
OCPC Region	89.26%	25.24%
Massachusetts	84.80%	33.20%

Source: U.S. Census 2000
Updated 01/07/2008 SJM

Table 6
Income Statistics

OCPC Region Income Trends 1990-2000

	Median Household Income			Median Family Income			Per-Capita Income		
	1990	2000	% Change	1990	2000	% Change	1990	2000	% Change
Community	\$42,730	\$57,100	33.62%	\$48,889	\$68,826	40.78%	\$16,379	\$23,380	42.74%
Abington	\$43,214	\$50,305	16.40%	\$49,565	\$60,625	22.31%	\$16,786	\$24,410	44.41%
Bridgewater	\$41,933	\$65,318	55.76%	\$50,080	\$73,953	45.34%	\$21,414	\$23,105	7.89%
Brockton	\$31,712	\$39,507	21.42%	\$38,544	\$46,235	19.95%	\$13,455	\$17,163	27.55%
East Bridgewater	\$42,614	\$60,311	41.52%	\$47,458	\$67,307	41.82%	\$15,056	\$23,532	56.28%
Easton	\$50,647	\$68,144	36.52%	\$56,790	\$82,190	44.72%	\$19,016	\$30,732	61.61%
Halifax	\$37,197	\$57,015	53.27%	\$42,955	\$65,461	52.39%	\$15,233	\$23,738	55.83%
Hanson	\$45,515	\$62,687	37.72%	\$50,236	\$68,560	36.47%	\$18,412	\$23,727	28.86%
Kingston	\$40,782	\$53,780	31.87%	\$45,386	\$65,101	43.43%	\$17,596	\$23,370	32.81%
Pembroke	\$46,932	\$65,050	38.60%	\$51,033	\$74,985	46.93%	\$16,531	\$27,066	63.72%
Plymouth	\$39,886	\$54,677	37.08%	\$45,212	\$63,266	39.93%	\$15,889	\$23,732	49.36%
Plympton	\$46,151	\$70,045	51.77%	\$41,715	\$75,000	79.79%	\$17,150	\$24,344	41.94%
Stoughton	\$42,044	\$57,838	37.56%	\$47,492	\$69,942	47.27%	\$17,313	\$25,480	47.17%
West Bridgewater	\$40,613	\$55,958	37.78%	\$47,863	\$64,815	35.41%	\$16,214	\$23,701	46.17%
Whitman	\$40,779	\$55,303	35.61%	\$45,871	\$63,706	38.88%	\$14,206	\$23,002	61.91%
OCPC Region*	\$42,183	\$58,269	38.13%	\$47,273	\$67,331	42.43%	\$16,710	\$24,032	43.81%
Brockton PMSA	\$37,403	\$52,058	39.18%	\$43,845	\$60,890	38.87%	\$16,422	\$21,654	31.85%
Massachusetts	\$36,952	\$50,502	36.66%	\$44,367	\$61,664	38.98%	\$17,224	\$25,952	50.67%

* OCPC Regional Figures are the average of community income figures, not the median.
SOURCE: U.S. Census 2000
Updated 01/07/2008 SJM

6. Labor Force and Jobs

The labor force of the region grew by 2.8% between 1998 and 2008 versus 1.3% growth for the state as a whole in that same time period. See Table 7.

Table 7
Percent Change In Average Annual Labor Force 1998-2008

Community	1998 Labor Force	2008 Labor Force	% Change 1998-2008
Abington	8,472	9,264	9.3%
Avon	2,595	2,281	-1.3%
Bridgewater	12,438	12,075	-.03%
Brockton	46,660	44,872	-0.03%
East Bridgewater	7,027	7,561	7.5%
Easton	12,461	13,223	6.1%
Halifax	3,862	4,282	10.9%
Hanson	5,520	5,551	0.5%
Kingston	6,084	6,488	6.6%
Pembroke	9,425	10,505	11.4%
Plymouth	25,879	29,772	15.4%
Plympton	1,553	1,617	0.4%
Stoughton	15,809	15,298	-0.3%
West Bridgewater	3,794	3,224	-1.7%
Whitman	7,755	8,222	6.0%
 OCPC Region	 169,334	 174,235	 2.8%
 Massachusetts	 3,321,658	 3,366,800	 1.3%

Source: Mass. D.U.A -- 1/30/09

Journey to Work Data, a component of the 2000 Census Transportation Planning Package shows that 31% of the district's workforce works inside the region and 69% works outside the region. See Table 8

Table 8

Labor Force and Place of Work 2000, 1 of 4

FROM TO	Abington	Avon	Bridgewater	Brockton	East Bridgewater	Easton	Halifax	Hanson	Kingston	Pembroke	Plymouth	Plympton	Stoughton	West Bridgewater	Whitman	Total
Abington	1,154	116	87	545	51	14	11	38	47	46	76	6	101	53	110	2,455
Avon	7	344	20	198	15	34	0	0	0	8	7	0	143	20	25	821
Bridgewater	118	176	2,725	1,430	367	236	26	76	65	70	122	24	322	426	109	6,292
Brockton	578	1,048	508	13,010	374	958	51	140	162	195	493	34	1,354	1,052	213	20,170
East Bridgewater	110	97	295	930	929	92	42	109	59	55	95	7	146	261	249	3,476
Easton	37	196	78	1,359	12	2,777	11	25	41	60	84	14	412	377	9	5,492
Halifax	40	26	48	324	116	25	324	79	194	169	137	15	68	19	86	1,670
Hanson	109	50	71	375	43	37	40	723	70	124	132	8	62	48	90	1,982
Kingston	50	7	57	183	9	29	38	17	1,282	263	578	7	11	12	35	2,578
Pembroke	44	79	78	250	34	0	68	143	273	1,265	269	21	48	94	63	2,726
Plymouth	75	100	258	644	81	62	43	74	1,238	316	9,631	18	106	106	83	12,837
Plympton	21	13	19	56	19	5	42	36	108	41	108	153	16	0	9	646
Stoughton	34	299	121	822	12	278	7	12	33	37	5	0	2,661	92	55	4,468
West Bridgewater	34	68	108	590	81	146	0	5	34	17	60	0	68	589	9	1,809
Whitman	302	94	121	718	92	53	22	226	51	88	117	0	107	81	840	2,912
Other	1,276	4,073	3,804	12,698	1,053	4,034	285	673	2,009	2,156	6,602	111	7,053	2,709	1,145	49,681
TOTAL	3,989	6,786	8,398	34,132	3,288	8,780	1,007	2,376	5,666	4,912	18,516	418	12,678	5,939	3,130	120,015

How to use this chart:

- To find community residence to community place of work, read chart from left to right.
- To find community origin of trips for persons employed in a community, read chart from top to bottom.

Source: U.S. Census 2000
Updated 01/25/2008 CAK

Labor Force and Place of Work 2000, 2 of 4

FROM TO	Barnstable	Berkshire	Bristol	Dukes	Essex	Franklin	Hamden	Hamshire	Middlesex	Nantucket	Norfolk	Plymouth	Suffolk	Worcester	Other	Total
Abington	45	0	152	0	70	0	0	0	341	0	2,660	3,360	1,159	49	17	7,853
Avon	0	0	99	0	16	0	0	0	217	0	1,118	404	331	0	17	2,202
Bridgewater	83	0	1,075	0	21	0	0	0	665	0	2,304	6,460	1,456	69	110	12,263
Brocton	93	9	2,488	0	233	0	0	25	2,311	0	10,758	19,749	5,331	191	335	41,523
East Bridgewater	30	0	343	0	16	0	4	0	265	0	1,435	3,712	615	82	109	6,611
Easton	52	0	3,915	0	94	0	10	12	749	0	3,081	2,479	1,361	163	310	12,226
Halifax	51	0	167	0	18	0	0	0	62	0	786	2,317	399	39	11	3,852
Hanson	44	0	146	0	38	0	0	0	182	0	1,114	2,838	571	12	55	5,000
Kingston	62	0	65	0	24	0	20	0	177	0	884	3,598	812	8	27	5,677
Pembroke	81	0	99	0	23	0	9	3	496	0	1,865	4,534	1,557	12	60	8,739
Plymouth	1,370	0	662	8	126	0	0	11	1,076	16	2,745	16,329	2,644	109	215	25,311
Plympton	7	0	79	0	0	0	0	0	54	0	211	958	128	10	14	1,461
Stoughton	16	0	817	0	65	0	0	0	1,302	0	7,528	1,486	2,699	116	125	14,154
West Bridgewater	5	0	410	0	0	0	0	0	87	0	632	1,891	441	10	43	3,319
Whitman	35	0	247	0	15	0	0	0	350	0	1,955	3,781	945	30	49	7,407
Other	90,575	65,955	205,906	7,785	309,819	29,263	199,065	71,967	820,901	5,889	284,296	91,784	525,123	320,068		3,020,899
TOTAL	92,549	65,964	216,670	7,793	304,578	29,263	199,108	72,018	829,255	5,905	323,374	165,480	545,572	320,868	1,497	3,176,497

How to use this chart:

- To find community residence to community place of work, read chart from left to right.
- To find community origin of trips for persons employed in a community, read chart from top to bottom.

Source: U.S. Census 2000
 Updated 01/25/2008 CAK

Labor Force and Place of Work 2000, 3 of 4

FROM TO	Abington	Avon	Bridgewater	Brookton	East Bridgewater	Easton	Halifax	Hanson	Kingston	Fenbroke	Plymouth	Plympton	Stoughton	West Bridgewater	Whitman	Total
	Barnstable County	35	73	95	404	37	64	5	25	225	86	1,151	0	72	56	20
Berkshire	0	0	2	0	0	0	0	0	0	0	0	0	3	8	0	64,058
Bristol County	240	1,207	1,786	5,452	327	5,009	46	125	237	241	763	21	1,901	1,522	157	254,121
Dukes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7,598
Essex County	6	72	26	99	0	19	0	24	59	6	93	0	110	13	37	343,631
Franklin	0	0	0	2	3	0	0	0	0	0	4	0	0	6	0	37,063
Hampden	0	16	0	9	0	0	0	0	0	0	14	0	0	0	0	202,127
Hampshire	0	0	0	11	0	1	0	0	0	0	0	0	17	5	0	81,424
Middlesex County	31	323	80	671	13	136	4	16	45	42	149	0	542	177	78	763,636
Nantucket	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,346
Norfolk County	440	1,992	566	3,837	254	851	50	103	246	415	502	14	5,708	332	342	331,653
Plymouth County	3,176	2,470	5,472	22,407	2,566	2,115	688	2,035	4,709	4,030	15,469	383	3,134	3,403	2,363	231,671
Suffolk County	51	292	120	530	49	165	0	30	48	36	117	0	621	147	103	320,879
Worcester County	0	80	53	190	10	70	0	10	0	16	63	0	159	44	7	360,343
Other	10	271	198	520	27	350	14	8	97	40	191	0	411	226	23	75,660
TOTAL	3,989	6,786	8,396	34,132	3,288	8,780	1,007	2,376	5,666	4,912	18,516	418	12,678	5,939	3,130	3,178,497

How to use this chart:
 1. To find community residence to community place of work, read chart from left to right.
 2. To find community origin of trips for persons employed in a community, read chart from top to bottom.

Source: U.S. Census 2000
 Updated 01/25/2008 CAK

Labor Force and Place of Work 2000, 4 of 4

FROM ... TO	Barnstable	Berkshire	Bristol	Dukes	Essex	Franklin	Hampden	Hampshire	Middlesex	Nantucket	Norfolk	Plymouth	Suffolk	Worcester	Other	Total
Barnstable County	84,704	50	1,264	131	136	38	35	51	1,766	137	1,888	4,152	2,767	441	1,635	99,197
Berkshire	0	59,386	23	0	22	146	829	378	90	0	47	17	97	66	2,957	64,058
Bristol County	1,390	0	161,575	92	855	12	65	72	8,895	93	27,229	17,755	11,103	2,350	23,135	254,121
Dukes	43	0	32	7,261	0	0	2	0	33	0	13	0	40	13	161	7,598
Essex County	90	39	423	34	225,736	17	72	50	61,135	14	4,105	603	37,710	1,654	11,949	349,631
Franklin	16	234	9	0	33	23,168	1,959	7,871	275	0	66	15	68	2,022	1,517	37,053
Hampden	55	909	108	11	118	876	165,418	9,292	759	19	321	25	299	3,385	20,532	202,127
Hampshire	12	767	36	6	21	2,667	21,242	51,692	427	0	168	55	246	1,230	2,794	81,424
Middlesex County	325	132	1,882	31	33,369	92	167	145	524,959	32	32,969	2,431	131,349	19,850	15,903	763,636
Nantucket	8	0	0	0	0	0	0	0	7	5,260	0	0	16	0	55	5,346
Norfolk County	355	32	7,342	0	2,675	0	136	62	51,291	32	155,244	14,937	87,705	6,025	5,817	331,653
Plymouth County	4,371	25	14,013	53	966	5	33	50	10,685	69	46,625	120,094	30,692	1,246	2,744	231,671
Suffolk County	237	46	1,408	48	7,105	0	119	89	60,547	8	27,545	2,283	216,057	2,160	3,226	320,979
Worcester County	62	92	1,380	0	2,655	1,230	2,177	1,254	57,798	30	10,205	666	7,402	266,814	8,656	360,343
Other	861	4,252	27,174	126	30,987	1,012	6,854	1,212	51,066	211	16,848	2,445	20,021	13,652		75,660
TOTAL	92,548	65,964	216,670	7,793	304,578	29,263	199,108	72,018	829,255	5,905	323,374	165,480	545,572	320,968	101,081	3,178,497

How to use this chart:

- To find community residence to community place of work, read chart from left to right.
- To find community origin of trips for persons employed in a community, read chart from top to bottom.

Source: U.S. Census 2000
Updated 01/23/2008 CAX

7. Employment and Unemployment

Table 9 shows the Average Annual Unemployment Rate in the OCPC Region by Industry in 1991 and 2000. Table 10 shows the OCPC Region Average Employment and Unemployment of Residents in the Labor Force for 2007. This table shows that the Average Annual Unemployment Rate for the District for 2007 was 4.9% compared to 4.7% for the state. The unemployment rate for the City of Brockton (5.8% in 2007) remains the highest in the region. Table 11 shows OCPC Region Employment and Wages 2001-2004. Table 12 shows Average Annual Employment Within Communities 1997 to 2001-2004. Table 13 shows OCPC Region Changes in Manufacturing and Non-Manufacturing Sectors 1990 and 2000. Table 14 shows Employment Projections 2003-2025. Table 15 shows Major Employers by Community. Table 16 lists OCPC Regional Employers. Table 17 lists Employment by Major Industry Groups, 2005. Table 18 lists Brockton Workforce Area Major Clusters. Table 19 lists the region's Industrial, Commercial and Technology Parks.

Table 9
Average Annual Employment
In The OCPC Region
By Major Industry
1991 and 2000

City/Town	Manufacturing		Wholesale/Retail		Services		Government		All Other		Total		Local Increases	Percent Increases
	1991	2000	1991	2000	1991	2000	1991	2000	1991	2000	1991	2000		
ABINGTON	498	432	1,012	1,726	512	590	456	544	621	908	3,099	4,200	1,101	35.53%
AVON	1,180	1,003	2,434	3,587	332	883	185	204	541	1,181	4,672	6,858	2,186	46.79%
BRIDGEWATER	464	306	930	1,815	425	1,547	2,485	2,614	438	918	4,742	7,200	2,458	51.83%
BROCKTON	3,732	3,579	9,889	9,587	10,441	12,461	6,527	7,994	5,131	4,107	35,720	37,728	2,008	5.62%
EAST BRIDGEWATER	888	514	1,254	1,316	406	623	379	565	215	394	3,142	3,412	270	8.59%
EASTON	510	1,066	1,834	2,598	1,286	3,217	738	891	1,018	1,572	5,386	9,344	3,958	73.49%
HALIFAX	15	C	257	466	123	165	145	269	93	200	633	1,100	467	73.78%
HANSON	305	460	584	736	252	305	240	136	177	199	1,558	1,836	278	17.84%
KINGSTON	207	287	2,418	3,060	510	958	502	530	862	482	4,499	5,317	818	18.18%
PEMBROKE	490	661	1,402	1,762	872	1,614	319	363	328	865	3,411	5,265	1,854	54.35%
PLYMOUTH	1,584	1,500	3,402	4,254	4,447	7,277	2,238	3,042	3,120	3,019	14,791	19,092	4,301	29.08%
PLYMPTON	C	C	26	30	41	36	C	99	37	201	104	366	262	251.92%
STOUGHTON	1,864	1,730	4,730	5,352	3,361	3,170	983	1,156	1,697	2,044	12,635	13,452	817	6.47%
WEST BRIDGEWATER	904	660	2,215	3,733	489	1,220	234	273	900	1,104	4,742	6,990	2,248	47.41%
WHITMAN	504	521	860	906	449	492	466	593	341	436	2,620	2,948	328	12.52%
Reg. Totals (1990-2000)	13,145	12,719	33,247	40,928	23,946	34,558	15,897	19,273	15,519	17,630	101,754	125,108	23,354	22.95%
Reg. (Actual) Increases		-426		7,681		10,612		3,376		2,111		23,354		
Reg. % Increases		-3.24%		23.10%		44.32%		21.24%		13.60%		22.95%		

Source: MA DET 3/02

**Table 10
OCPC Region Average Employment and Unemployment
Of Residents in the Labor Force 2008***

Community	Labor Force	Employment	Unemployment	Area % Rate
Abington	9,292	8,793	499	5.4
Avon	2,279	2,142	137	6
Bridgewater	13,147	12,470	677	5.1
Brockton	44,558	41,520	3,038	6.8
East Bridgewater	7,560	7,139	421	5.6
Easton	13,236	12,626	610	4.6
Halifax	4,253	4,004	249	5.9
Hanson	5,554	5,250	304	5.5
Kingston	6,388	6,059	329	5.2
Pembroke	10,375	9,835	540	5.2
Plymouth	29,469	27,732	1,737	5.9
Plympton	1,629	1,534	95	5.8
Stoughton	15,253	14,457	796	5.2
West Bridgewater	3,492	3,298	194	5.6
Whitman	8,212	7,756	456	5.6
Region	174,997	164,615	10,082	5.6
Massachusetts				5.3
United States				5.8

* Not Seasonably adjusted Data

Source: MA D.U.A 1/29/09

US Dept. of Labor/Bureau of Labor Statistics

Table 11 (Page 1)

Community Employment and Wages, 1 of 4

Community	Year	Total Wages	Average Weekly Wage	Establishments	Average Employment	Construction	Manufacturing	Wholesale Trade	Retail Trade	Transportation and Warehousing	Information	Finance and Insurance
Abington	2003	125,692,728	607	330	3,980	354	0	44	998	319	5	76
	2004	132,115,662	638	345	3,985	415	0	45	985	293	0	90
	2005	137,382,632	654	348	4,041	422	0	49	1,000	244	0	118
	2006	144,012,510	679	345	4,078	437	0	57	1,050	224	0	107
	2003	286,459,908	894	263	6,163	292	835	1,225	1,124	922	95	49
	2004	310,123,192	972	278	6,135	348	945	1,241	1,087	773	92	54
Avon	2005	273,831,473	924	272	5,702	337	1,010	1,183	1,023	456	91	41
	2006	276,686,341	956	270	5,566	342	1,064	1,159	1,088	435	111	39
	2003	259,997,953	715	496	6,991	449	201	247	686	154	13	176
	2004	284,011,051	753	516	7,251	441	208	253	730	160	20	197
	2005	287,664,796	756	515	7,320	473	296	219	705	158	19	196
	2006	326,750,514	813	537	7,731	504	292	196	674	196	36	465
Brockton	2003	1,434,773,309	715	2,188	38,575	1,006	2,585	1,888	4,658	1,162	759	851
	2004	1,476,741,752	734	2,258	38,707	1,141	2,704	1,728	4,800	1,220	700	845
	2005	1,496,324,598	735	2,233	39,104	1,111	2,721	1,166	4,729	1,129	622	988
	2006	1,542,161,498	757	2,254	39,155	1,160	2,560	1,197	4,667	1,187	623	930
	2003	56,720,566	543	265	2,755	198	398	53	163	26	0	17
	2004	76,079,088	557	276	2,628	155	398	44	148	19	0	24
East Bridgewater	2005	77,454,922	561	280	2,653	145	373	35	187	21	0	22
	2006	80,477,325	585	277	2,628	165	362	43	187	17	0	23
	2003	341,649,875	728	768	9,027	996	1,028	471	1,088	331	226	329
	2004	353,585,817	757	798	8,983	1,025	980	528	1,103	350	217	317
	2005	358,940,134	755	798	9,139	1,070	917	459	1,080	369	212	305
	2006	374,937,430	765	792	9,428	1,093	920	506	1,271	397	217	327
Halifax	2003	24,158,794	435	110	1,069	53	45	0	299	0	0	35
	2004	25,828,839	454	113	1,094	46	37	0	325	0	0	36
	2005	27,745,082	457	117	1,167	53	0	0	388	0	0	38
	2006	29,285,583	478	121	1,178	60	0	0	371	0	0	33

Source: Executive Office of Labor and Workforce Development (EOLWD)
Updated 12/3/07 B9H

Table 11 (Page 2)

Community Employment and Wages, 2 of 4

Community	Year	Total Annual Payroll	Real Estate	Professional / Technical Services	Administrative / Waste Services	Health Care / Social Assistance	Arts / Recreation	Accommodation / Food Services	Agriculture	Management of Companies	Educational Services	Other
Abington	2003	125,692,728	14	55	148	316	0	547	0	0	0	153
	2004	132,115,662	44	53	155	319	0	519	0	0	0	158
	2005	137,382,632	43	55	149	338	0	574	0	0	0	165
Avon	2006	144,012,510	42	56	139	359	0	530	0	0	0	173
	2003	286,459,908	190	235	162	144	0	57	0	0	0	36
	2004	310,123,192	180	225	187	106	0	67	0	0	0	41
Bridgewater	2005	273,831,473	178	214	210	123	0	89	0	0	0	52
	2006	276,686,341	182	206	186	132	0	84	0	0	0	47
	2003	259,997,953	63	143	95	334	80	814	0	0	0	318
Brockton	2004	284,011,051	60	145	110	336	80	872	0	0	0	320
	2005	287,664,796	54	141	79	330	103	862	0	0	0	317
	2006	326,750,514	76	174	68	319	96	834	0	0	0	330
East Bridgewater	2003	1,434,773,309	344	868	1,351	8,783	305	2,872	0	719	263	413
	2004	1,476,741,752	334	849	1,554	8,819	339	2,536	0	776	271	419
	2005	1,495,324,598	318	933	2,238	8,907	349	2,590	0	809	296	427
Easton	2006	1,542,161,498	345	808	2,239	8,956	325	2,601	0	789	257	434
	2003	56,720,566	18	51	94	221	98	438	0	0	0	298
	2004	76,079,088	15	49	109	221	104	377	0	0	0	296
Halifax	2005	77,454,922	23	138	120	226	99	348	0	0	0	306
	2006	80,477,325	23	136	120	226	98	348	0	0	0	308
	2003	341,648,875	105	360	704	509	78	845	0	0	0	393
Halifax	2004	353,585,817	121	338	708	484	83	700	0	0	0	423
	2005	358,940,134	113	334	792	487	76	705	0	0	0	569
	2006	374,937,430	88	335	643	481	78	808	0	0	0	586
Halifax	2003	24,158,794	0	16	60	0	108	112	0	0	0	37
	2004	25,828,839	0	21	47	0	112	137	0	0	0	42
	2005	27,745,082	0	20	58	18	107	147	0	0	0	40
2006	29,285,583	14	22	71	23	106	148	0	0	0	46	

Source: Executive Office of Labor and Workforce Development
Updated 12/07 BGH

Table 11 (Page 3)

Community Employment and Wages, 3 of 4

Community	Year	Total Wages	Average Weekly Wage	Establishments	Average Employment	Construction	Manufacturing	Wholesale Trade	Retail Trade	Transportation and Warehousing	Information	Finance and Insurance
Hanson	2003	49,396,107	540	199	1,758	69	347	96	355	0	0	37
	2004	72,824,819	673	206	2,080	75	338	78	362	17	0	50
	2005	92,452,357	758	193	2,345	89	345	78	356	27	0	57
	2006	81,792,593	742	197	2,121	84	342	75	366	28	0	56
	2003	161,047,558	544	458	5,697	208	195	220	2,370	0	115	95
	2004	165,586,189	549	476	5,797	214	185	228	2,459	0	107	98
Kingston	2005	165,601,978	546	477	5,833	227	136	219	2,493	0	104	107
	2006	161,268,509	553	469	5,613	213	105	227	2,416	30	101	108
	2003	169,911,915	627	536	5,208	537	382	329	1,160	142	77	153
	2004	204,618,490	689	569	5,713	656	406	314	1,254	134	77	160
	2005	222,984,366	716	573	5,990	687	406	275	1,356	138	76	169
	2006	204,618,490	755	582	6,078	758	391	276	1,346	105	76	210
Pembroke	2003	750,505,459	724	1,407	19,940	1,010	1,215	323	2,508	833	428	617
	2004	781,326,837	738	1,492	20,357	1,157	1,151	381	2,492	343	401	562
	2005	851,504,977	749	1,503	21,965	1,264	1,170	577	3,072	343	423	539
	2006	888,170,721	758	1,542	22,533	1,210	1,356	377	3,149	356	411	537
	2003	8,915,578	566	66	303	50	11	0	0	0	0	0
	2004	8,311,148	553	72	289	54	0	0	0	0	0	0
Plympton	2005	10,639,998	576	66	355	56	12	0	0	0	0	0
	2006	11,182,577	607	75	354	65	0	0	0	0	0	0
	2003	488,693,618	764	966	12,298	1,317	1,551	1,338	1,536	254	69	253
	2004	499,454,075	797	1,000	12,054	1,164	1,537	896	1,648	204	63	270
	2005	515,046,638	816	1,002	12,135	1,031	1,509	1,135	1,501	229	66	264
	2006	564,658,472	847	1,005	12,826	1,163	1,525	1,213	1,777	234	69	256
West Bridgewater	2003	271,822,266	799	345	6,542	313	604	912	1,471	206	57	57
	2004	278,925,277	844	363	6,355	339	631	848	1,355	190	0	33
	2005	250,230,617	872	372	5,519	374	542	935	829	172	0	36
	2006	295,524,078	981	377	5,794	417	670	967	736	273	0	43
	2003	107,730,573	603	276	3,435	268	406	193	722	0	8	96
	2004	112,892,912	644	297	3,370	296	392	202	723	0	0	106
Whitman	2005	119,341,303	676	299	3,396	329	384	208	657	0	8	91
	2006	118,905,638	689	288	3,319	335	374	238	559	0	0	89

Source: Executive Office of Labor and Workforce Development (EOLWD)
Updated 12/07 BGH

Table 11 (Page 4)

Community Employment and Wages, 4 of 4

Community	Year	Total Annual Payroll	Real Estate	Professional / Technical Services	Administrative / Waste Services	Health Care / Social Assistance	Arts / Recreation	Accommodation / Food Services	Agriculture	Management of Companies	Educational Services	Other
Hanson	2003	49,336,107	0	68	48	145	0	285	0	0	0	76
	2004	72,824,819	54	63	37	130	0	277	0	0	0	79
	2005	92,452,357	0	66	40	128	0	230	0	0	0	76
	2006	81,792,593	13	74	30	123	0	215	0	0	0	74
	2003	161,047,558	111	118	171	433	218	604	0	0	20	215
Kingston	2004	165,586,189	105	106	156	445	210	621	0	0	8	225
	2005	165,601,978	128	103	135	450	221	668	0	0	7	224
	2006	161,268,509	61	97	125	499	241	596	0	0	0	202
	2003	169,911,915	165	137	211	472	113	523	0	0	0	262
Pembroke	2004	204,618,490	143	153	228	660	154	533	0	0	0	260
	2005	222,984,366	131	138	288	682	161	522	0	0	0	267
	2006	238,524,598	72	171	245	735	138	565	0	0	0	270
Plymouth	2003	750,505,459	193	646	543	3,824	1,016	2,045	13	476	44	641
	2004	781,326,837	192	602	867	4,024	965	2,176	14	0	49	638
	2005	851,504,977	221	701	832	4,302	866	2,389	19	0	49	638
	2006	888,170,721	215	738	783	4,524	870	2,543	23	568	95	690
	2003	8,915,578	0	12	37	0	0	0	0	0	0	21
Plympton	2004	8,311,148	0	12	14	0	0	0	0	0	0	29
	2005	8,038,344	0	17	0	0	0	0	0	0	0	29
	2006	11,182,577	0	20	0	0	0	0	0	0	0	30
	2003	488,693,618	355	400	468	1,891	47	1,033	0	0	131	540
Stoughton	2004	499,454,075	359	571	554	1,892	52	1,088	0	0	151	551
	2005	515,046,638	383	563	703	1,768	77	1,072	0	0	159	491
	2006	564,658,472	333	485	763	1,873	70	1,201	0	0	155	482
	2003	271,822,266	107	250	262	417	28	421	0	0	0	397
West Bridgewater	2004	278,925,277	119	259	230	415	0	423	34	0	0	394
	2005	250,230,617	91	281	220	409	0	417	38	0	0	376
	2006	295,524,078	90	292	219	512	0	400	33	0	0	336
Whitman	2003	107,730,573	28	14	53	232	0	351	0	0	0	188
	2004	112,892,912	31	17	59	254	0	321	0	0	0	187
	2005	119,341,303	26	25	64	294	0	387	0	0	0	192
	2006	118,905,638	21	11	64	316	0	390	0	0	0	199

Source: Executive Office of Labor and Workforce Development
Updated 12/07/08

Table 12

Average Annual Employment within Communities, 1999 to 2006

Community	1999	2000	2001	2002	2003	2004	2005	2006
Abington	3,972	4,203	4,119	4,166	3,980	3,985	4,041	4,078
Avon	6,694	6,858	6,853	6,292	6,163	6,135	5,702	5,566
Bridgewater	7,163	7,211	7,334	7,345	6,991	7,251	7,320	7,731
Brockton	37,451	37,737	37,604	38,182	38,575	38,707	39,104	39,155
East Bridgewater	2,990	3,418	3,008	2,827	2,755	2,628	2,653	2,646
Easton	8,620	9,344	9,256	9,275	9,027	8,983	9,139	9,428
Halifax	1,066	1,098	1,113	1,063	1,069	1,094	1,167	1,178
Hanson	1,921	1,839	1,821	1,817	1,758	2,080	2,345	2,121
Kingsston	5,443	5,218	5,118	5,521	5,697	5,797	5,833	5,613
Pembroke	5,142	5,280	5,223	5,116	5,208	5,713	5,990	6,078
Plymouth	18,780	19,100	19,170	19,735	19,940	20,357	21,865	22,533
Plympton	245	267	271	284	303	289	355	354
Stoughton	13,384	12,452	12,490	12,622	12,298	12,054	12,135	12,826
West Bridgewater	7,954	6,902	6,775	6,678	6,542	6,355	5,519	5,794
Whitman	2,999	2,951	3,140	3,133	3,435	3,370	3,396	3,319
OCPC Region	123,824	123,878	123,295	124,056	123,741	124,798	126,564	128,420

Source: Massachusetts Division of Employment and Training (www.detma.org), Municipal Data
Updated 11/07 BLM

Table 13
OCPC Region Changes in Manufacturing and Non-Manufacturing
Employment Sectors 1990-2000

Community	Manufacturing		% Change		Non-Manufacturing		% Change		Government		% Change		Total by Community		% Change 1990-2000
	1990	2000	1990-2000	% Change	1990	2000	1990-2000	% Change	1990	2000	1990-2000	% Change	1990	2000	
Abington	566	432	-23.67%	38.26%	2,334	3,227	38.26%	406	544	3,306	4,203	33.99%	3,306	4,203	27.13%
Avon	1,338	1,003	-25.04%	63.89%	3,448	5,651	63.89%	189	204	4,975	6,858	7.94%	4,975	6,858	37.85%
Bridgewater	506	308	-39.13%	115.82%	1,978	4,269	115.82%	2,577	2,614	5,061	7,191	1.44%	5,061	7,191	42.09%
Brockton	4,154	3,580	-13.82%	-4.81%	27,486	26,164	-4.81%	6,944	7,993	38,584	37,737	15.11%	38,584	37,737	-2.20%
East Bridgewater	935	516	-44.81%	15.24%	2,027	2,336	15.24%	371	566	3,333	3,418	52.56%	3,333	3,418	2.55%
Easton	470	1,066	126.81%	66.07%	4,448	7,387	66.07%	937	891	5,855	9,344	-4.91%	5,855	9,344	59.59%
Halifax	N/A	N/A	N/A	60.00%	500	800	60.00%	155	268	655	1,068	72.90%	655	1,068	63.05%
Hanson	296	458	54.73%	23.51%	1,008	1,245	23.51%	402	136	1,706	1,839	-66.17%	1,706	1,839	7.80%
Kingston	232	287	23.71%	14.85%	3,918	4,500	14.85%	506	531	4,656	5,318	4.94%	4,656	5,318	14.22%
Pembroke	595	665	11.76%	45.28%	2,926	4,251	45.28%	311	364	3,832	5,280	17.04%	3,832	5,280	37.79%
Plymouth	1,856	1,500	-19.18%	22.03%	11,782	14,378	22.03%	2,416	3,041	16,054	18,919	25.87%	16,054	18,919	17.85%
Plympton	273	12	-95.60%	18.40%	125	148	18.40%	N/A	99	398	259	N/A	398	259	-34.92%
Stoughton	2,081	1,730	-16.87%	-5.27%	10,098	9,566	-5.27%	1,002	1,156	13,181	12,452	15.37%	13,181	12,452	-5.53%
West Bridgewater	713	661	-7.29%	50.55%	3,964	5,968	50.55%	245	273	4,922	6,902	11.43%	4,922	6,902	40.23%
Whitman	607	522	-14.00%	3.44%	1,774	1,835	3.44%	462	594	2,843	2,951	28.57%	2,843	2,951	3.80%
OCPC Totals	14,622	12,740	-12.87%	17.87%	77,816	91,725	17.87%	16,923	19,274	109,361	123,739	13.89%	109,361	123,739	13.15%

Source: Old Colony Planning Council
 Mass. Dept. of Employment and Training
 Employment and Wages/Cities and Towns 1990-2000
 Updated 9/2007 SJM

Table 14
Old Colony Planning Council
Employment Projections

Community	Workers by Community										Projections		
	1970	1980	1990	1998	2000	2006	2010	2020	2030				
Abington	2,135	2,794	3,306	3,922	4,203	4,078	4,718	5,094	5,330				
Avon	1,633	3,108	4,975	6,478	6,858	5,566	7,500	7,600	7,800				
Bridgewater	1,812	3,797	5,061	6,819	7,211	7,731	8,197	8,784	9,200				
Brockton	24,552	36,230	38,584	36,962	37,737	39,155	44,422	48,541	51,400				
East Bridgewater	1,608	3,592	3,333	2,990	3,418	2,646	3,597	3,943	4,080				
Easton	1,366	3,723	5,855	8,107	9,344	9,428	9,741	10,424	10,700				
Halifax	127	305	615	979	1,098	1,178	1,179	1,261	1,300				
Hanson	794	1,231	1,706	1,887	1,839	2,121	2,053	2,239	2,340				
Kingston	530	1,770	4,656	5,491	5,218	5,613	6,582	7,128	7,610				
Pembroke	622	1,301	3,832	4,561	5,280	6,078	5,474	5,914	6,080				
Plymouth	4,644	10,458	16,054	18,434	19,100	22,533	22,145	23,971	25,250				
Plympton	193	738	481	249	267	354	490,414	857,035	1,000				
Stoughton	3,705	8,135	13,181	13,671	12,452	12,826	16,610	18,411	19,970				
West Bridgewater	1,087	2,542	4,922	7,812	6,902	5,794	9,391	9,934	10,740				
Whitman	2,700	3,196	2,843	2,979	2,951	3,319	3,500	3,600	3,800				
OCPC Region	47,508	82,920	109,404	121,341	123,878	128,420	145,600	157,700	166,600				

Source: Massachusetts Department of Employment and Training (DET), 1970-2006;
Old Colony Planning Council Projections
Note: 1970 DET data does not include government employment
Updated 11/07 BLM

Table 15 & 16
OCPC Major Non Manufacturing Employers
Major Regional Employers

Table 15 - Major Employers by Community

COMMUNITY	EMPLOYER	SERVICE	ADDRESS	EMPLOYEES
Abington	Wal-Mart	Department Store	777 Brockton Avenue	232
Bridgewater	Bridgewater State College	College	131 Summer Street	1588
Brockton	Brockton Hospital	Hospital	680 Centre Street	1802
	Massasoit Community College	College	1 Massasoit Drive	1350
	Brockton Area Multi-Services	Counseling	484 Pleasant Street	1091
	Old Colony YMCA		1350 Pleasant Street	1050
	W.B Mason Company	Office Supply	59 Centre Street	985
	Brockton VA Medical Center	Hospital	940 Belmont Street	975
	Caritas Good Samaritan Medical Center	Hospital	235 North Pearl Street	911
	Rockland Trust Company	Bank	1670 South Main Street	781
	Bridgewater Goddard Park Medical Associates	Medical Center	110 Liberty Street	400
	United Parcel Services	Delivery Service	Multiple Locations	380
Easton	Stonehill College	College	320 Washington Street	550
Stoughton	New England Sinai Hospital and Rehab Center	Medical Center	150 York Street	650
	IKEA	Department Store	Stockwell Drive	500

Table 16 - Major Regional Employers

COMMUNITIES	EMPLOYER	SERVICE	Multiple Locations	EMPLOYEES
Brockton, Easton, Hanson, Plymouth, Stoughton	Shaw's Supermarkets	Supermarket	Multiple Locations	2074
Regional	Blue Cross/Blue Shield of MA	Insurance	Multiple Locations	1800
Regional	Reebok International, Ltd.	Shoe Manufacturing	Multiple Locations	1542
Avon	Jordan's Furniture	Furniture	Multiple Locations	1280
Regional	South of Boston Media Group	Newspaper Publishing	Multiple Locations	975
Abington, Avon, Brockton, Halifax, Plymouth	Wal-Mart	Department Store	Multiple Locations	857
Regional	Verizon Communications	Telecommunications	Multiple Locations	700
Avon, Brockton	Home Depot	Department Store	Multiple Locations	500
Brockton, Bridgewater, Easton, Hanson, Kingston, Plymouth, Stoughton, West Bridgewater	McDonald's	Restaurant	Multiple Locations	465
Brockton, Easton, Plymouth, Stoughton	Walgreen's Company	Convenience Store	Multiple Locations	402

Source: Metro South Chamber of Commerce
Updated 2/06 AV

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COMMUNITY	EMPLOYER	SERVICE	ADDRESS	EMPLOYEES
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	Brockton Area Multi-Services	Counseling	484 Pleasant Street	1091
	Old Colony YMCA		1350 Pleasant Street	1050
	W.B Mason Company	Office Supply	59 Centre Street	985
	Brockton VA Medical Center	Hospital	940 Belmont Street	975
	Caritas Good Samaritan Medical Center	Hospital	235 North Pearl Street	911
	Rockland Trust Company	Bank	1670 South Main Street	781
	Bridgewater Goddard Park Medical Associates	Medical Center	110 Liberty Street	400
	United Parcel Services	Delivery Service	Multiple Locations	380
Easton	Stonehill College	College	320 Washington Street	550
Stoughton	New England Sinai Hospital and Rehab Center	Medical Center	150 York Street	650
	IKEA	Department Store	Stockwell Drive	500

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Source: Metro South Chamber of Commerce
Updated 2/06 AV

B. THE DISTRICT AND ITS ECONOMY

GENERAL DESCRIPTION OF THE OLD COLONY PLANNING COUNCIL REGION

The District combines the old shoe manufacturing city of Brockton and surrounding towns with similar histories (Abington, Bridgewater, East Bridgewater, Stoughton and Whitman) with a group of outlying industrial/agricultural communities now becoming suburban. Plymouth contains an old manufacturing center in North Plymouth, now retail and office that was once home of the world-renowned Plymouth Cordage Company, as well as extensive outlying rural areas, which are now becoming suburban.

Similarly, the town of Stoughton northwest of Brockton has a dense urbanized center, a closed major shoe factory and surrounding suburban fringes. A number of the older towns such as the Bridgewaters have or had local factories. Some continue, but the general decline in manufacturing employment has left the local economy more dependent on lower paying retail and service activities, and on employment elsewhere in greater Boston or other labor markets.

Employment Trends

The largest numbers of jobs in the region are in Health Care and Social Assistance followed closely by Retail Trade. Other large employment areas include Accommodation and Food Services, Manufacturing and Construction.

Table 17 Employment by Major Industry Groups, 2005

Industry	Establishments	Average Employment
Agriculture, Forestry, Fishing & Hunting	13	92
Construction	1,121	7,668
Manufacturing	451	9,821
Wholesale Trade	570	6,538
Retail Trade	1,210	19,376
Transportation and Warehousing	217	3,342
Information	80	1,613
Finance and Insurance	378	4,644
Real Estate and Rental and Leasing	262	1,725
Professional and Technical Services	763	3,727
Management of Cos and Enterprises	28	1,394
Administrative and Waste Services	511	5,917
Educational Services	47	509
Health Care and Social Assistance	746	18,023
Arts, Entertainment and Recreation	97	1,781
Accommodation and Food Services	751	10,966
Other Services, Ex. Public Admin.	1,455	5,858

Source: MA Dept. of Workforce Development, 4/07

Cluster Development

The Old Colony Planning Council supports Cluster Development. The EDA supported Council on Competitiveness sponsors the Clusters of Innovation Initiative. In the introduction to the Executive Summary of the Clusters of Innovation National Report it is stated, "In healthy regions, competitiveness and innovation are concentrated in clusters, or interrelated industries in which the region specializes. The nation's ability to produce high-value products and services which supports high-wage jobs depends on the creation and strengthening of these regional hubs of competitiveness and innovation. The report urges regional organizations to encourage cluster development.

The City of Brockton was an early example of cluster development. While shoemaking has declined in the city, many suppliers to the industry are still located in the city. The Brockton Area Workforce Investment Board commissioned the University of Massachusetts Office of the President, UMass Donahue Institute and the UMass Dartmouth Center for Policy Analysis to do a study in 2002 entitled "Greater Brockton Base Analysis: Critical and Emerging Industries and Workforce Development Targets". This study included a Cluster and Sector Analysis. Critical and Emerging Clusters in the Brockton area were identified as: Allied Health Services, Business Services, Construction, Distribution, Professional Services and Retail. Emerging Clusters were identified as Social Services. Critical and Declining Clusters were identified as Financial Services, High Technology and Metal Manufacturing. See Table 18.

According to the report nine of the ten clusters employ more than three percent of the area's total workforce and are therefore considered critical clusters. The Social Services cluster employs less than three percent of the total private sector workforce, but has been identified as an emerging industry because it has experienced rapid employment growth since 1990. Between 1990 and 1999, employment decreased in two of the ten clusters (Metals and Professional Services). Fifteen employment sectors within the clusters showed substantial employment gains and real wage increases. The sectors are:

- o Special Trade Contractors (Construction)
- o Electronic Equipment and Components (High Technology)
- o Fabricated Metal Products (Metals Manufacturing)
- o Wholesale Trade – Nondurable Goods (Distribution)
- o General Merchandise Stores (Retail Trade)
- o Furniture (Retail Trade)
- o Offices and Clinics of Dentists (Health Services)
- o Home Health Care Services (Health Services)
- o Non-Depository Institutions (Financial Services)
- o Real Estate (Financial Services)
- o Engineering, Accounting, Research and Management (Professional Services)
- o Individual and Family Services (Social Services)
- o Mailing, Reproduction, Stenography (Business Services)

Table 18 Brockton Workforce Area Major Clusters

Critical and Emerging

Cluster	<u>% Private Sector Employment</u>	
	1990	1999
Allied Health Services	12.9%	12.9%
Business Services	3.8%	4.4%
Construction	5.8%	6.8%
Distribution	12.6%	12.3%
Professional Services	1.8%	3.2%
Retail	25.5%	25.4%

Emerging

Cluster	<u>% Private Sector Employment</u>	
	1990	1999
Social Services	1.5%	2.5%

Critical and Declining

	<u>% Private Sector Employment</u>	
	1990	1999
Financial Services	5.0%	3.0%
High Technology	5.5%	3.6%
Metals Manufacturing	4.1%	3.6%

Source: Greater Brockton Base Analysis: Critical and Emerging Industries And Workforce Development Targets? UMass, 2002

C. FACTORS AFFECTING THE REGIONAL ECONOMY

1. QUALITY OF LIFE

Quality of life is cited by companies as a significant factor in location decisions.

The region's high quality of life is a major factor in the region's economy. The district's coastline and urban and rural areas combined with easy access to the Boston and Providence areas make our region an attractive place to live and do business.

These factors have led to strong growth in our region. It will be a challenge for local planners and officials in the region to deal with this growth while preserving the features that draw folk and businesses to our region.

2. INDUSTRIAL PARKS

The region has thirty-three industrial parks. Some major parks include the Avon Industrial Park, The Brockton Business Center and the Plymouth Industrial Park, which are near major highways.

There are a number of vacant industrial parcels available. An updated list of industrial parks follows (See Table 19.)

3. EDUCATIONAL INSTITUTIONS

There are six institutions of higher learning in the OCPC region and a number within an hour's drive of its border. Bridgewater State College in Bridgewater has an enrollment of 9,130 students majoring in arts and sciences, management and aviation science and educational disciplines. Stonehill College in North Easton has an enrollment of 2,356. Stonehill offers Bachelor of Arts and Bachelor of Science degrees in 31 major subject areas and 37 minor areas within liberal arts, natural science and business

Massasoit Community College is a leading resource for education and workforce development in our region. The college is a comprehensive college offering associate degrees in arts, sciences and applied science, as well as one-year and short-term certificate programs. It has an enrollment of 6,975. It has campuses in Brockton and Canton. The University of Massachusetts in Boston has a Plymouth campus that offers undergraduate and graduate courses, Corporate Certificate Programs and Professional Certificate Programs. Curry College has a Plymouth campus that offers four-year degree programs in health science, liberal arts and law enforcement. Quincy College has a Plymouth campus that offers two-year degree programs in Liberal Arts, Business, Registered Nurse, Computer Science, Criminal Justice, Legal Studies and Early Childhood Education. All are active in regional affairs and are tremendous assets to the region.

The following colleges and universities are not in the region but are nearby: University of Massachusetts in Boston and Dartmouth, Wheaton College in Norton, Aquinas College in Milton, Eastern Nazarene College in Quincy, Massachusetts Maritime Academy in Buzzards Bay on Cape Cod and Harvard, Massachusetts Institute of Technology, Boston University, Boston College, Northeastern University, Suffolk University, Tufts University, Emerson College, Brandeis, Babson College and Wellesley College in the Boston area.

4. INFRASTRUCTURE AND SERVICES

Water Supply

Most of the District continues to rely on local publicly owned groundwater systems. Of the fifteen district communities only the town of Plympton does not have a municipal water system. Residents and businesses there rely on wells for their water supply. The municipal systems in the district draw upon a few surface water supplies and scattered wells. They often lack adequate storage capacity. Outlying parts in many communities rely on private wells, as do some firms and households in communities with scarce public supplies.

The two major public systems in the region are the Abington/Rockland Joint Water Board serving Abington and the non-district community of Rockland and the extensive Brockton system owned and operated by the City of Brockton and serving Brockton, Whitman and portions of Hanson and Halifax. Brockton uses desalination to supplement its water supply and Stoughton has tied into the Massachusetts Water Resource Authority to supplement its water supply.

Wastewater Treatment

There are four municipal wastewater treatment plants in the region serving a total of eight communities. Communities with full municipal sewer systems include Abington, (served by the Brockton and Rockland systems) Brockton, Stoughton and Whitman (served by the Brockton system). Communities with sewer systems serving part of the community include Bridgewater, Kingston and Plymouth. Part of Avon near the Brockton city line is tied into the Brockton system. Many of the region's more successful industrial/office parks rely on on-site disposal systems.

Solid Waste Disposal

As cheap landfill space rapidly disappears throughout the state, the cost of solid waste disposal has risen dramatically. There are no solid waste landfills left in the District. Of the District's fifteen communities, fourteen of them dispose of their rubbish at the SEMASS waste-to-energy facility in the out-of-district community of Rochester, which accepts up to 1,800 tons/day. Town of Easton residents and businesses contract independently for rubbish pickup.

There are five major existing commercial materials/sorting/recycling facilities in the District. Waste Management Inc. operates the Recycle America Alliance site in Avon. The facility processes an average of 80,000 tons of recyclable items a year. Browning Ferris Industries (BFI) operates a facility on Mulberry Street in Brockton. Some of the recycled materials are shipped out on CSX Rail. The Trojan Recycling Center on Forest Avenue in Brockton is approved to handle up to 500 tons per day. It ships out sorted materials by CSX Rail. Champion City Recovery operates a construction and demolition materials (C and D) recycling facility at the end of Wilder Street on the Brockton-Avon

line. This facility uses CSX Rail to ship out sorted materials. There is a construction and demolition debris transfer station at the former town dump of Page Street in Stoughton.

Telecommunications

High-speed Internet access is a crucial infrastructure component for future economic development. Data on what portions of this region having access is being collected. Major service providers are Comcast and Verizon. Verizon has begun installing fiber-optic based FiOS high speed internet service in the region.

Housing

Between 1990 and 2000, the 15 communities in the region issued an average of 875 new residential single-family building permits each year. OCPC has some of the fastest growing communities in Massachusetts. Among them are Halifax, Kingston and Plymouth.

Incentives and Regulations

The primary economic development tools provided by the Commonwealth of Massachusetts is the Economic Target Area (ETA) and the Tax Increment Financing (TIF) Programs. Other economic development programs are Expedited Permitting Chapter 43D and Growth Districts. Abington, Brockton, Stoughton, Plymouth and West Bridgewater are approved ETA's in the OCPC region. Brockton has an approved Chapter 43D District. There is a Growth District in Plymouth's Cordage Park

Economic Target Areas

Within Economic Target Areas, communities may designate Economic Opportunity Areas (EOAs), smaller areas where companies can be eligible for Tax Increment Financing (TIF) or Special Tax Assessment (STA).

Under a TIF agreement a municipality agrees to a tax exemption based on a percentage of the value added through new construction (no more than 20 years).

STA is a five-year program covering both the existing and new value of the real estate. In year one the tax is zero percent of the existing and new assessed value. Every year after the first year, 25 percent of the assessed value is taxed ending in year five with 100 percent of the assessed value taxed (Ex. 0%, 25%, 50%, 75% and 100%). Other benefits include a five percent State Investment Tax Credit and a ten percent Abandoned Building Tax Deduction.

Chapter 43D Expedited Permitting

Communities may adopt expedited permitting processes structured to their community or may adopt a new expedited permitting process as outlined in MGL Chapter 43D for projects that are greater than 50,000 square feet in one building or for multiple buildings on designated Priority Development Site Parcels.

Growth Districts

In Growth Districts the State partners with municipalities that have identified one or more areas for significant commercial, residential or mixed-use growth. The state Executive

Office of Housing and Community Development (EOHED) will focus resources to ensure each growth district is truly "development ready," such as assisting communities secure all required permits, completing site preparation, identifying infrastructure improvements and making marketing resources available. Each district will be put on a fast track for groundbreaking.

Federal, state and local laws and regulations all serve to protect the environment. Massachusetts environmental law goes further than the federal National Environmental Protection Act (NEPA) process. The Massachusetts Environmental Policy Act (MEPA) encompasses many more projects than its federal counterpart: so most large development activities are tightly regulated in the region. The MEPA process was updated in 1998.

Energy Sources Within The District

The district has four electric power plants: the 670 megawatt Pilgrim Nuclear Station in Plymouth whose license to operate expires in 2012, a four megawatt diesel powered plant that burns methane gas generated by a closed landfill in East Bridgewater, a four megawatt diesel methane burning plant at a closed landfill in Halifax and a one megawatt solar power plant in Brockton which went on line in 2006.

ENVIRONMENT

Natural Resources

The District's natural resources include bogs supporting a major cranberry industry, historically significant bog iron deposits, extensive groundwater supplies in Kingston and Plymouth, including the Plymouth-Carver Sole Source Aquifer, some extensive area of good dairy land and significant sand and gravel deposits, along with extensive fresh and salt water beaches, and a small, but well-protected harbor in Plymouth. Plymouth Harbor is a center for fishing and tourism activities such as whale-watching trips. In addition, much of the terrain is quite buildable allowing it to accommodate growth.

Hazardous Waste Disposal/Brownfields

Hazardous waste disposal remains a vexing problem in the District. A number of older industrial sites are virtually useless because they are contaminated with hazardous wastes from past uses. State law (Chapter 21E) which inhibited transfer of contaminated sites has been revised to encourage the redevelopment of brownfields over the past five years. A fine example of brownfields reuse is the City of Brockton Brightfields Solar Power Plant located on the site of a former coal gasification plant.

Air Quality

The Commonwealth of Massachusetts monitors air quality in the region. Eastern Massachusetts has historically been classified as a serious non-attainment area for ozone. With this non-attainment classification, the 1990 Clean Air Act Amendments (CAAA) requires the Commonwealth to reduce its emissions of volatile organic compounds (VOCs) and Nitrogen Oxides (NOX), the two major precursors to ozone formation in order to achieve attainment of the ozone standard. The existing transportation system,

heavily reliant on motor vehicles contributes to the ozone problem. Alternative means of transportation such as commuter rail and carpooling help to reduce emissions from motor vehicles.

In December, 2007 the Massachusetts Department of Environment Protection (Mass DEP) submitted the State Implementation Plan (SIP) to Demonstrate Attainment of the National Ambient Air Quality Standard for Ozone to the U.S. Environmental Protection Agency (EPA) to demonstrate that the Eastern Massachusetts nonattainment area (EMA) which includes the Old Colony Planning Council area will attain the National Ambient Air Quality Standard (NAAQS) for ozone by the end of the 2009 ozone season.

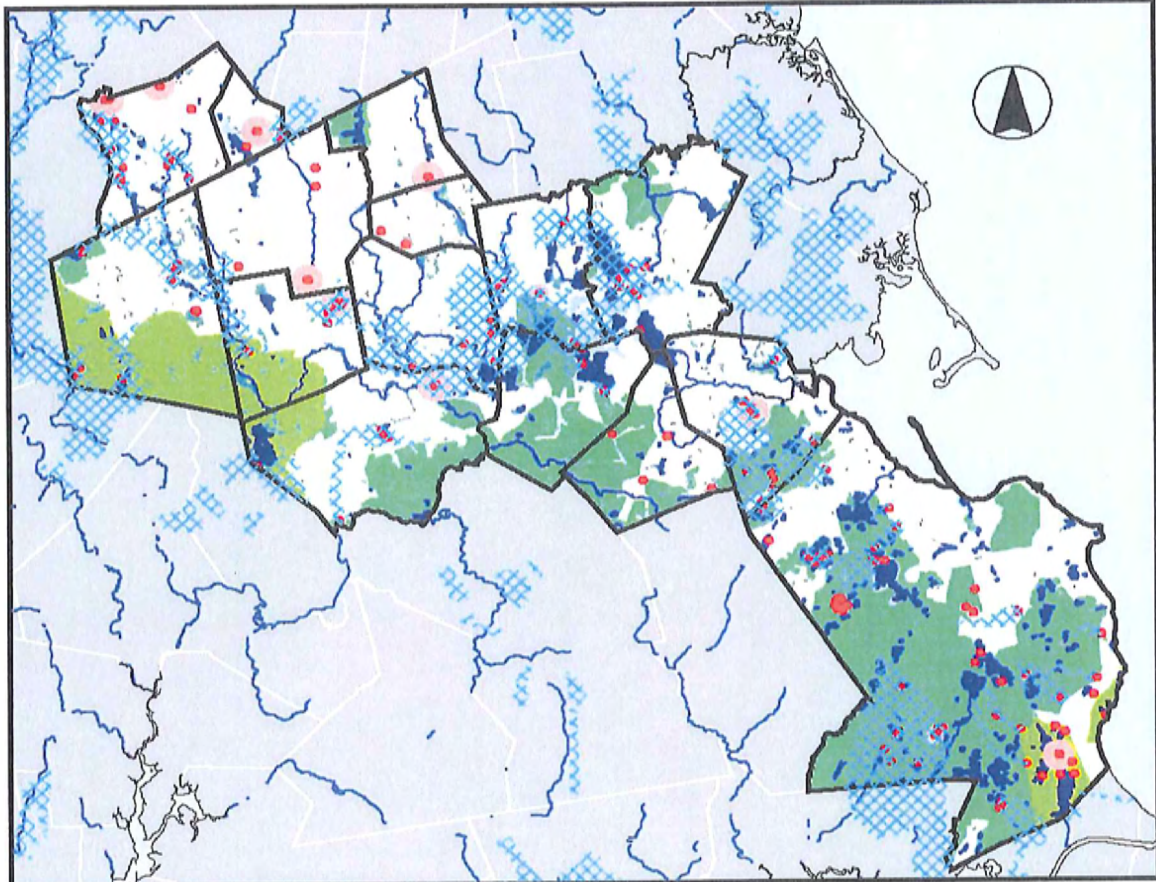
The EPA has approved this plan. This action was taken under the Clean Air Act. It was effective on July 31, 2008.












Environmentally Sensitive Areas (see map)

POLITICAL STRUCTURE

The Old Colony Planning Council (OCPC) consists of portions of three counties and fifteen municipalities. The district's county membership includes the City of Brockton and the towns of Abington, Bridgewater, East Bridgewater, Halifax, Hanson, Kingston, Pembroke, Plymouth, Plympton, West Bridgewater and Whitman in Plymouth County, Avon and Stoughton in Norfolk County and Easton in Bristol County. In Massachusetts the only role of most counties is the administration of the registry of deeds, the court and the prison systems.

ENVIRONMENTALLY SENSITIVE AREAS



-  **ZONE II**
-  **PUBLIC WATER SUPPLIES**
-  **INTERIM WELLHEAD PROTECTION AREAS**
-  **SURFACE WATER BODIES**
-  **ZONE A**
-  **MAJOR STREAMS**
-  **WETLANDS**
-  **ACECS**
-  **NHESP CORE HABITAT**
-  **OCPC COMMUNITIES**
-  **SURROUNDING COMMUNITIES**



**OLD COLONY PLANNING COUNCIL
70 SCHOOL STREET
BROCKTON, MA 02301**

**GIS DATA SOURCES:
MASSGIS**

OCPC GIS, SEPTEMBER 2006

Industrial Commercial Technology Parks, 1 of 2

Table 19

	Business Park	Street	Total .Acres	Acreage Available	Bldg Space Available (Sq. Ft)	Number of Firms	Utilities/Service							
							Rail	Water	Sewer	Gas	Optics			
Avon														
1	Avon Industrial Park	Bodwell Street	300	12.5	10,000	123		X			X			
2	Avon Merchants Park	Stockwell Drive	147	None	None	15		X				X		
9	Northeast Industrial Park	Harrison Blvd.	40	N/A	None	40		X		X		X		X
Bridgewater														
3	Bridgewater Industrial Park	Elm Street.	56	17	None	10		X					X	
4	Scotland Industrial Park	Pleasant Street	105	15	None	9		X				X	X	
5	Lakeshore-Center	Pleasant Street	140	130	None	4		X				X	X	
Brockton														
6	Brockton Business Center	Liberty Street	195	21	None	140		X		X		X		X
7	Oak Hill Way Industrial Park	Oak Hill Way	70	40	None	20	X	X		X		X		X
8	AMB Industrial Park	Manley Street	18	None	None	6		X		X		X		X
Easton														
10	Easton Industrial Park	Belmont Street	150	5	None	52		X					X	
Halifax														
11	Halifax Industrial Park	Plymouth Street	21	18	None	7		X						
Hanson														
12	Casell Industrial Park	Main Street	14	5	None	3		X						
13	Hanson Commerce Center	Industrial Blvd.	34	25	5,000	20		X		X				
14	Station Street Industrial Park	Station Street	16	12	None	2		X		X				
Kingston														
15	Jones River Industrial Park	Wapping Road	8	None	None	9		X				X		X
16	Kingston Industrial Park	Gallen Road	400	60	None	18		X		X		X		X
17	South Shore Commuter Rail Park	Marion Drive	135	None	None	0		X		X		X		X

SOURCE:
Field Observation, Industrial Realtors, Town Officials
Updated 12/07/BGH

Industrial Commercial Technology Parks, 2 of 2

	Business Park	Street	Total Acres	Acreage Available	Bldg Space Available (Sq. Ft)	Number of Firms	Utilities/Service			
							Rail	Water	Sewer	Gas
Pembroke										
18	Corporate Park	Oak Street	80	0	10,000	25		x		x
19	North River Commerce Park	Oak Street	34	0	None	10		x		x
20	Pembroke Business Center	Oak Street	118	0	None	20		x		x
Plymouth										
21	Airport Industrial Park	South Meadow Road	150	100	None	12		x		
22	Camelot Industrial Park	Long Pond Road	110	70	None	52		x		
23	Cooks Pond Industrial Park	Long Pond Road	30	28	None	1		x		
24	Plymouth Industrial Park	W. Cherry Street	450	80	20,000	75		x		x
Plympton										
25	Plympton Industrial Park	Spring Street	130	130	None	0				
Stoughton										
26	AMB Business Park	Tumpike Street	85.6	None	None	12		x		x
27	Metro South Corp. Center	Technology Center Dr.	287	50	None	3		x		x
28	Qual-Craft Corporate Center	Central Street	5	None	None	8		x		x
29	Shawmut Mills Industrial Park	Canton Street	10	None	None	6		x		x
30	Tosca Drive Industrial Park	Canton Street	45	None	None	32		x		x
31	Campanelli Commerce Park	Page Street	40	30	None	1		x		x
West Bridgewater										
32	W. Bridgewater Business Park	Manley Street	48.3	None	100,000	3		x		x
Whitman										
33	Whitman Industrial Park	Industrial Way	6	1	None	8		x		x

SOURCE:
 Field Observation; Industrial Realtors; Town Officials;
 Updated 12/07 BGH

III. VISION STATEMENT, GOALS, OBJECTIVES AND DEVELOPMENT STRATEGIES

A. VISION STATEMENT

The vision of the Old Colony Planning Council Economic Development District (OCPC EDD) is to improve the economic viability of the region by providing more and better paying jobs to the region by seeking to attract new employers to the region and retain present employers. The OCPC EDD supports workforce training to provide a skilled workforce for current and new employers and the availability of adequate financing for existing and new businesses in the region. The OCPC EDD provides a forum for those seeking to bring new businesses into the area and for those seeking to expand businesses presently located in the area.

Three Overall Principles Guide the Goals and Objectives

Smart Growth/ Sustainable Development

New economic development activity must be planned to serve future generations and must be done in a manner that respects the environment.

Infrastructure

There must be adequate infrastructure (transportation, and utilities including water, sewer and fiber optics) to support development.

Economic Self-Sufficiency

Economic development activity must focus on attracting jobs that have a career path with opportunities for advancement and pay wages that allow workers to be self-supporting.



B. GOALS AND OBJECTIVES

The goals, objectives and implementation strategies in this section were developed with input from the CEDS Committee. The District reviewed previous goals and objectives and changes in the regional economy. It was reviewed and approved by the CEDS Committee.

The terms as used here are defined as follows:

Goal – A Goal is the ultimate intent to which a project is directed. Goals should reflect what has been accomplished in response to previously identified problems and opportunities. A specific attainment date need not be specified since the goal may never be fully achieved. However goals that are too broadly defined may not lead to specific achievable objectives.

Objective – An objective is a specific measurable accomplishment or mile stone enroute to achieving a goal. An objective should be measurable and should be able to be accomplished within a specific time. It is recognized that objectives vary in their time requirements. Accordingly they are identified below as either short-term (1-2 years), mid-range (3-5 years) or long-term (5 or more years)

A. GOAL: PARTICIPATION IN CEDS PLANNING PROCESS

OBJECTIVES: (Long Term): To have participation in the CEDS Planning Process from a broad a range of economic development practitioners in the region as possible and to recognize the link between workforce development and economic development.

What is being done?

Committee meetings are being publicized and potential participants are being contacted.

What is OCPC's role?

OCPC, working with economic development entities such as Chambers of Commerce, Workforce Development boards and local economic development boards encourages participation in the CEDS process and facilitates exchanges of information about economic/workforce development activities.

B. GOAL: PROMOTE THE EXPANSION/REVITALIZATION OF QUALITY INDUSTRIAL/COMMERCIAL LAND IN THE REGION AND THE REUSE OF OLDER URBAN FACILITIES

OBJECTIVES: (Long Term): To increase the supply of quality industrial or commercial land, to promote the development of technology ready sites with fiber optics improvements included in any infrastructure improvements, encourage wastewater and water improvements, identify growth industries and to recommend/advise on future land use.

What is being done?

- Industrial/Commercial and brownfields land is being identified.
- Downtown development and brownfields developments are being planned in Brockton and Plymouth.
- The closed South Weymouth Naval Air Station, which includes land in the district



community of Abington is being redeveloped.

- Private industrial park development continues in the region including Avon, Brockton, the Bridgewaters, Kingston, Pembroke, Plymouth and Stoughton.

What is OCPC's role?

OCPC will continue to identify and make available to interested parties information on available land and industrial/commercial space and will provide technical assistance to public and private sector proponents of land development for economic development including assistance in federal and state grant applications.



C. GOAL: PROMOTE ENTREPRENEURSHIP AND PRESERVE EXISTING BUSINESS AND INDUSTRY BY PROVIDING PLANNING ASSISTANCE.

OBJECTIVES: (Long Term): Increase the number of business startups, promote the retention of existing business and industry.

What is being done?

The South Eastern Economic Development Corporation (SEED) focuses on the development of small businesses in southeastern Massachusetts through financial and technical assistance. SEED Corporation is a SBA 504 lender and operates a very successful micro enterprise loan program. The Metro South Chamber of Commerce, SBA, SCORE and the Commonwealth Corporation operate the Business Assistance Center (BAC) in Brockton. The Metro South Chamber operates the Edison Small Business Incubator.

CareerWorks in Brockton and Plymouth offers entrepreneurial training to aspiring businesspersons.

What is OCPC's role?

OCPC's role will continue to be of support of SEED, BAC and the Edison Incubator.

OCPC is a partner in the BAC and provides demographics and other technical assistance to people starting businesses.

D: GOAL: WORK TO MAINTAIN AND ENHANCE THE REGION'S QUALITY OF LIFE

OBJECTIVE: (Short Term): Obtain state and local approval of a regional development vision that capitalizes on the growth and development in southeastern Massachusetts while enhancing the region's quality of life and promotes regional economic development.

A region's quality of life is important for economic development. To attract businesses a region needs to offer an attractive lifestyle to potential employees.

What is being done?

OCPC with the Southeastern Regional Planning and Economic Development District (SRPEDD) and the Metropolitan Area Planning Council (MAPC) has continued to work on the Southeastern MA Commuter Rail Taskforce (South Coast Rail) to address the possibility of restoring commuter rail service to Fall River and New Bedford and other communities. The Taskforce is looking to address growth and quality of life issues in 18 study area communities.



As part of the South Coast Rail project, Priority Development Areas (PDAs) and Priority Protection Areas (PPAs) for South Coast Rail communities have been mapped. These maps show Developed Land, Permanently Protected Land, Proposed Local Priority Development Areas, Proposed Local Priority Protection Areas and Combined Areas/Undetermined.

What is OCPC's role?

OCPC is a member of the Southeastern MA Commuter Rail Taskforce. Although Vision 2020 has ended, as a comprehensive regional planning agency, OCPC works on many things associated with Vision 2020 including environmental protection, transportation planning, land use planning, economic development, master plans, grant writing and redevelopment of distressed areas. OCPC supports housing opportunities for a wide range of incomes to support the growth of the region's economy.

E. GOAL: SUPPORT THE DEVELOPMENT OF TRANSPORTATION

PROJECTS NECESSARY FOR ECONOMIC DEVELOPMENT

OBJECTIVES (Long Term): to increase mobility through highway improvements and improvements to air and railroad facilities in the region.

What is being done?

Old Colony FFY 2008 Roadway Project Listing

List of projects for which federal funds have been obligated in the preceding fiscal year

- Brockton: Downtown Streetscape Design and Construction
- Brockton: Route 27/Moraine Street – Improvements
- Brockton: Winter Street Reconstruction
- Kingston: Pembroke Street Reconstruction

What is OCPC's role?

OCPC will promote highway improvement projects in our region including priority setting for federal funding through the Transportation Improvement (TIP) Program and the Metropolitan Planning Organization (MPO). OCPC serves as a regional clearinghouse for transportation project funding.



F. GOAL: PURSUE A POLICY OF SUSTAINABLE DEVELOPMENT

OBJECTIVES: (Long Term): To maintain the number of working farms in the region. New economic activity must be planned to serve future generations. Agriculture and aquaculture are excellent examples of sustainable development.

What is being done?

The Pilgrim Resource, Conservation and Development (RC&D) Area Council plans and carries out projects for resource conservation and community development that lead to

sustainable communities, prudent land use and the sound management and conservation of natural resources.

What is OCPC's role?

OCPC is a member of the Council. The Comprehensive Planning Supervisor serves as Treasurer and Secretary. RC &D promotes land use policies that encourage farmland preservation, cranberry and other crops production, and aquaculture development.

G. GOAL: PROVIDE DATA AND INFORMATION TO SUPPORT ECONOMIC DEVELOPMENT IN THE REGION

OBJECTIVE: (Long Term): Make information available through the Council Databook, internet, Geographic Information Systems (GIS), Pictometry, and the Council traffic counting program, as well as through traditional sources, collect, research on future economic development trends, identify clusters, and identify problem areas or areas with potential future problems and future strengths.

Business needs information on socio-economic data, sites, labor, training and education, financing incentives, community profiles, recreational opportunities, etc. in order to make good decisions on development and expansion.

What is being done?

Organizations such as OCPC and the Institute for Regional Development at Bridgewater State College provide socio-economic and Geographic Information Systems (GIS) data and mapping. The Harvard Geospatial Library, an effort by Harvard University, is an on line service providing demographic information free of charge for the state and the region.



What is OCPC's role?

OCPC is a designated state data center for socio-economic data. OCPC employs a GIS specialist who maintains various GIS databases, which include land use, natural resources, infrastructure, transportation and statistical data. OCPC maintains and updates its "Databook". The OCPC Transportation Planning Department conducts an annual traffic counting program in the region and makes traffic count information available.

H. GOAL: IMPROVE THE EDUCATION AND SKILLS OF THE REGION'S WORKFORCE

OBJECTIVE: (Long Term): Provide programs for continuous education of the region's workforce so businesses can have access to a pool of employees with up-to-date skills.

Education and training of the workforce is a priority for economic development in the OCPC EDD. Employers are attracted to an area by the presence of a skilled workforce and the availability of training for new and present employees. It is the philosophy of OCPC to encourage those businesses to locate within the region that invest in their employees through training and the creation of career ladders that provide opportunities for career advancement that results in increased family self-sufficiency. In addition a recent summit of business and education leaders determined that teaching the English language to immigrants is crucial for sustaining the region's workforce.

What is being done?

The Brockton Area Workforce Investment Board directs the regional effort of workforce development training. A Human Capital loan program is operated by SEED Corporation. This program is targeted at upgrading the skills of those already employed. A committee of business and education leaders will be assembled to follow up on the need to expand the teaching of the English language to immigrants.

What is OCPC's role?

The role of the OCPC EDD is that of an overall economic development-coordinating agency, identifying shortcomings in the area's workforce. OCPC supports the school to work partnerships that have been funded in all the region's Workforce Investment Boards. OCPC will continue to support educational opportunities. OCPC supports expanded teaching opportunities of the English language to immigrants.



I. GOAL: MEET THE REGION'S NEEDS FOR FINANCING AND TECHNICAL SUPPORT AVAILABLE TO TROUBLED, EXPANDING, START-UP OR MINORITY-OWNED FIRMS.

OBJECTIVES: (Long Term): To support businesses in creation or retention of jobs, establish a regional venture/mezzanine capital loan pool and recapitalize small and micro

loan funds to provide the capital needed for growth and job creation by businesses in our region.

What is being done?

SEED Corporation operates loan programs for businesses in Southeastern Massachusetts including micro enterprise loan funds. SEED has just recapitalized its Micro Loan Fund with \$1 million in loan funds from the Small Business Administration. This program provides loans up to \$35,000. SEED is also seeking recapitalization of its Revolving Loan Fund from EDA to meet the current demand for gap loans up to \$100,000. There are no other federal or state sources for these gap loans which enable many small businesses to continue operating. In this economy, access to these loan funds is extremely important.

SEED Corporation has established a \$20 million venture capital fund which provides subordinated debt from \$200,000 to \$1.25 million to small businesses with insufficient collateral, but having good potential for growth and job creation,

What is OCPC's role?

OCPC supports the BAC and Metro South Chamber of Commerce with technical assistance to clients. OCPC supports SEED Corporation by supplying demographic data and client referrals.

J. GOAL: PROMOTION AND DEVELOPMENT OF OUR TOURISM INDUSTRY

OBJECTIVES: (Long Term): Provide improved linkage between regional tourist attractions.

Tourism is an important part of our regional economy and our region has many tourist attractions that are underutilized.

What is being done?

Tourism campaigns are being undertaken by the Plymouth County Development Council. Brockton tourism campaigns are being undertaken by the Metro South Chamber of Commerce.

What is OCPC's role?

OCPC administers the Transportation Improvement Program which funds tourism related activities such as bicycle and pedestrian paths.



K. GOAL: PROMOTE TRANSIT ORIENTED DEVELOPMENT (TOD)

OBJECTIVES: (Long Term): To develop mixed-use, higher density development centered on existing or new transportation facilities. To create efficient land use practices with compact development patterns, less dependence on automobiles, a range of housing opportunities and choices, and an improved jobs/housing balance.



What is being done?

The Town of Abington approved the creation of a TOD district near its MBTA commuter rail station at Spring 2003 Town Meeting as part of extensive town-wide rezoning.

The South Shore Tri Town Development Corporation is exploring TOD for the redevelopment of the South Weymouth Naval Air Station. The City of Brockton is considering rezoning part of the city near

commuter rail stations as TOD zoning districts.

What is OCPC's role?

OCPC will furnish guidance to communities in our region in creating TOD districts, inclusionary zoning, best land management practices that encourage open space and avoid sprawl.

L. GOAL: ENCOURAGE THE CREATION OF LOCAL ENERGY RESOURCES FOR BOTH EMERGENCY AND LONG TERM USE. SUPPORT THOSE COMMUNITIES WITHIN THE OCPC REGION CONSIDERING THE FORMATION OF INDEPENDENT LOCAL ENERGY UTILITIES. SUCH VENTURES INCLUDE, BUT NOT LIMITED TO: SOLAR POWER, WIND ENERGY, FUEL CELLS, GEOTHERMAL ENERGY AND NATURAL GAS FIRED COMBINED CYCLE ELECTRIC GENERATING PLANTS.

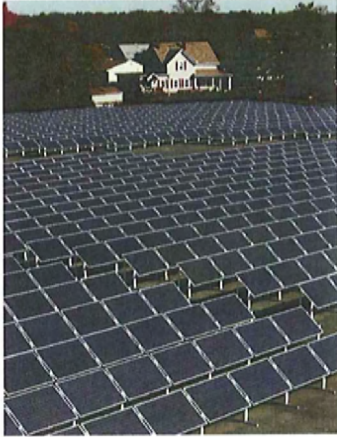
OBJECTIVES: (Long Term): To make available alternative emergency and supplementary sources for electrical energy allowing for interconnection with area transmission grid systems where possible.

What is being done?

The City of Brockton has built a solar power plant, Brockton Brightfields. It went on line in 2006. It is the largest solar power (photovoltaic) plant on the east coast. A number of



towns in the area including Kingston, Pembroke and Plymouth are discussing the erection of wind turbines for power generation. A company involved in the Brockton solar plant is now seeking to build a two-megawatt solar system on South Main Street in West Bridgewater. Plymouth is discussing creating its own municipal electric company. Plymouth County is looking at installing wind turbines on county owned property. A 350 megawatt gas fired combined cycle power plant in Brockton is in the permitting process. West Bridgewater will build a wind turbine to power the town water wells and water treatment plants. A test tower has been erected. Massasoit Community College is offering a course on designing solar electricity arrays.



What is OCPC's role?

OCPC will continue to furnish relevant guidance to those member communities involved in, or to be involved in the creation of local energy resources. Such guidance will include land use zoning allowing for these resources, related environmental concerns, and seeking available financing to realize their completion.

M. GOAL: SUPPORT THE DEVELOPMENT OF ENHANCED TELECOMMUNICATIONS INFRASTRUCTURE IN OUR REGION

OBJECTIVES: (Long Term): Encourage private sector initiatives to bring high speed access to telecommunications throughout the region to encourage economic development and to allow existing businesses access to this infrastructure to remain competitive in a world economy.

What is being done?

Verizon is installing fiber-optic based FiOS high speed internet access in the region. Comcast is installing fiber-optic based high speed internet in the region.

N. GOAL: ENCOURAGE THE BRANDING OF THE REGION TO SUPPORT ECONOMIC DEVELOPMENT

OBJECTIVES: (Long Term): To create a sense of identity of the region that could be marketed to retain and attract businesses to our region.

O. GOAL: ENCOURAGE COMMUNITIES TO LOOK AT OVERLAY DISTRICTS TO ENCOURAGE DEVELOPMENT

OBJECTIVES: (Long Term) to identify various resources such as Streamline Permitting to achieve that goal.

What is being done?

The City of Brockton's 60 acre Downtown 40R Smart Growth Overlay District was approved by vote of the City Council in Summer, 2007 and has since been approved by the state Department of Housing and Community Development (DHCD). Residential and mixed-use development within the Smart Growth District can take place as a matter of right, without the need for a special permit or variance. The Smart Growth District defines a clear set of policy and development objectives for the Downtown District, establishes a clear and predictable permitting mechanism (as of right permitting) for renovation and new construction, establishes Design Standards to ensure that all new development is of high quality and strengthens Downtown Brockton, creates 5 unique sub-districts with specific objectives including density and building heights tailored to each sub-district, encourages a wide range of uses including: mixed use, office, retail, recreational and multiple residential uses such as single family, two family, town house and multi-family housing, facilitates the development of affordable housing units, which must comprise 20% of all new residential development and matches investment in public infrastructure improvements to support the development of new housing units within walking distance to public transit. Future zoned units total 1,096.

The Town of Bridgewater has a 128 acre 40R District at Waterford Village near Bridgewater State College.. Future zoned units total 594. This is a DHCD approved district.

The Town of Easton has a 60.66 acre 40R District at Queset. Future zoned units total 280. This is a DHCD approved district.

The Town of Kingston has a 109 acre 40R District at 1021 Kingston's Place near the commuter rail station. Future zoned units total 730. This is a DHCD approved district.

The Town of Plymouth has a 56.8 acre 40R District at Cordage Park near the commuter rail station. Future zoned units total 675. This is a DHCD approved district.

P.TO ENCOURAGE THE DEVELOPMENT OF PUBLIC WATER SUPPLIES AND WASTEWATER TREATMENT CAPACITY IN THE REGION (new April, 2009)

OBJECTIVES (Long Term): To support the expansion of public water supplies and wastewater treatment capacity in the region

**Q. ENCOURAGE INVESTMENTS TO GROW JOBS IN THE LIFE SCIENCES
New April, 2009**

OBJECTIVES (Long Term) To support firms engaged in the life sciences

R. ENCOURAGE EXPANDING HOUSING INVESTMENTS AND HOUSING CHOICES (New April 2009)

OBJECTIVES (Long Term) to support the expansion of housing availability for our present and future workforce)

S. ENCOURAGE INVESTMENT IN TELEVISION AND MOTION PICTURE PRODUCTION IN THE REGION (new April, 2009

OBJECTIVES (Long Term) To support the planned development of Television and Motion Picture Production facilities in Plymouth and the nearby non-district community of Weymouth.

What is being done?

Plymouth Rock Studios in Plymouth and Southfield Studios located on the closed South Weymouth Naval Air Station in Weymouth hope to begin construction as soon as all financing has been secured.

IV. PRIORITY ECONOMIC DEVELOPMENT PROJECTS

A. PROGRAM AND PROJECT SELECTION

The Comprehensive Economic Development Strategy Committee (CEDS) has identified Sixteen Priority Economic Development Projects for FY 2009 which may or may not be eligible for EDA funding.

A proposed project is eligible for EDA funding if it is located in an area that meets one or more of the following criteria:

1. **Low Per Capita Income:** The area has a per capita income of 80% or less of the national average.
2. **Unemployment Rate above National Average:** The area has an unemployment rate that for the most recent 24-month period is at least 1% greater than the national average.
3. **Unemployment Or Economic Adjustment Problems:** The area has experienced or is about to experience a special need arising from actual or threatened severe unemployment or economic adjustment problems resulting from changes in economic conditions.

The Comprehensive Economic Development Strategy (CEDS) maintains an additional list of some thirty-one projects in support of economic development in the region.

EDA Investment Policy Guidelines/Priority Criteria used to rank priority projects is:

- The proposed investments are market based.
- The proposed investments are proactive in nature and scope.
- The proposed investments look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.
- The proposed investments maximize the attraction of private sector investment and would not otherwise come to fruition absent EDA's investment.
- The proposed investments have a high probability of success.
- The proposed investments result in an environment where higher-skill, higher wage jobs are created.
- The proposed investments maximize return on taxpayer investment.

B. PRIORITY PROJECTS

The Priority Projects for FY 2009 are summarized below with the specific goal (s) addressed by each project, which constitutes the basis of the region's economic development strategy. These projects may or may not be eligible for EDA Funding. Some may be eligible for other funding sources. The projects are as follows:

Brockton College Collaborative

Status: Ongoing

Goals Addressed: B, C, D

Coweeseett Brook Business Park

Status: Plan created, looking for implementation entity

Goals Addressed: A, B

OCEDD Industrial/Commercial Incubator

Seeking a facility, funding being sought

Goals Addressed: B, C

Brockton Central Area Circulation Improvements

Status: Transportation studies ongoing

Goals Addressed: B, C, E

Brockton Downtown Garage/Deck on Lincoln Street

Status: Design complete, seeking funding

Goals Addressed: B, C, E

Brockton Traffic Flow Improvements to Westgate Mall entrance

Status: Design complete, seeking funding

Goals Addressed: B, E

Brockton Regional Waste Water Improvements

Status: Design complete, seeking funding

Goals Addressed: B

Brockton Silver Lake Water Transmission Main

Status: Design complete, seeking funding

Goals Addressed: B

East Bridgewater Water Main Replacement

Status: Design complete, awaiting funding

Goals Addressed: B, E

Stoughton Industrial Park

Status: Ongoing studies

Goals Addressed: B, C

Bridgewater Business District Sewer Extension

Status: Design complete, awaiting funding

Goals Addressed: B, E

Stoughton: Feasibility Study To Improve Stoughton Square

Status: Consultant needs to be hired to do design

Goals Addressed: B, C

Easton Five Corners Revitalization Project

Status: Planning Stage

Goals Addressed: E

Plymouth: Infrastructure Improvements

To aid redevelopment of Cordage Park

Status: Planning Stage

Goals Addressed: B, C, K

Plymouth :New England Park

Town-owned 1,000 acre technology park/higher education campus

Status: Planning Stage

Goals Addressed: B, H

Plympton: Plympton Business Park Waste Treatment and Water Distribution Project

Status: In final design stage

Goals Addressed: B

Region Wide: SEED Corporation application to EDA for \$750,000 in Revolving Loan Fund grant funds. With a SEED match of \$750,000, the total of \$1.5 million will be used for making loans to small businesses in the region.

Status: Application has been submitted to EDA

Goals Addressed: C, I



C. LOCALLY PROPOSED PROJECTS

Abington:

- Abington Business Incubator. Estimated Cost = unknown
- North Abington Business District Improvements, street, sidewalk and off street parking improvements. Estimated cost = \$600,000.
- Abington Business District Improvements. Estimated cost = unknown
- Route 18 Access Road to Multiple Use Planned Development Land on former South Weymouth Naval Air Station land. Estimated Cost = \$250,000

Avon:

- Water main improvements from Route 28 along Spring Street to Industrial area. Estimated cost = unknown.
- Providing public sewer to the Avon Industrial Park and Merchants Park. Estimated cost = unknown
- Traffic and Pedestrian Improvements around Goeres Square. Estimated cost = unknown
- Walking path/roadway improvements to Industrial Park. Estimated cost = unknown
- Outreach to local industries/training. Estimated cost = unknown
- Downtown development. Estimated cost = unknown

- Relocate town fuel/storage area @compost area. Estimated cost = unknown

Brockton:

- Expansion of Edison Business Incubator. Estimated cost = \$1.25 million
- Reuse of Brownfields Sites (former Ralsco and Ames and Spark Street sites). Estimated cost = \$200,000
- Sports Bubble on former Montello Auto Body site. Estimated cost = \$1,000,000
- Upgrading and improvement of Massasoit Community College entrance at Route 27 and Massasoit Blvd. Estimated cost = \$3,000,000

Easton:

- Improvements to infrastructure of Easton Business District. Estimated cost = \$1,700,000

Halifax:

- Traffic improvements on Route 106 in response to commercial development. Estimated cost: = unknown

Kingston:

- Connection from an existing emergency generator to a wastewater pump station. Estimated cost = \$140,000

- Improvements to infrastructure of Kingston Business District. Estimated cost = \$1,000,000
- Improvements to Kingston Industrial Park. Estimated cost = \$1,000,000

Pembroke:

- Develop a comprehensive economic development program for the town. Estimated cost = unknown
- Develop a multi-faceted plan for preserving and strengthening Pembroke Center. Estimated cost = unknown
- Circulation and land use issues study in the Routes 3/139 business area. Estimated cost = unknown
- Route 53 Corridor Study. Estimated cost = unknown

Plymouth:

- Cooperative planning with all interests to fully develop historic downtown. Estimated cost = unknown
- Town of Plymouth, Plymouth Industrial Development Commission and Plymouth Regional Economic Development Corporation, cooperative planning to fully buildout 450 acre EDA assisted Plymouth Industrial Park. Estimated cost = unknown

Plympton:

- Widening of Spring Street to 5 lanes at entrance of Plympton Business Park. Estimated cost = \$1,000,080 million
- Construction of Plympton Business Park Waste Water Treatment plant=\$3.1 million
- Water Treatment Plant: Estimated Cost = \$1.9 million
- Water Storage Tank: Estimated Cost = \$300,000
- Industrial Park Road: Estimated Cost= \$2,818,900

Stoughton:

- Comprehensive improvement of traffic, parking, public spaces signage, facades and regulations to rejuvenate Stoughton Square. Estimated cost = \$150,000
- Reconfiguring complex Tosca Drive/Canton Street/Central Street intersection through creation of a roundabout to ease traffic flow and enhance local commercial/industrial development. Estimated cost = \$150,000

West Bridgewater:

- Walnut Street Standpipe installation. Estimated cost = \$1,000,000
- Widening of Route 106 (West Center Street). Estimated cost = \$100,000
- Central Square Intersection Study. Estimated cost = \$100,000

- Center Square Improvements. Estimated cost = \$1.1 million



V. EVALUATION PROCESS:

2009 EVALUATION

GOALS AND OBJECTIVES

Objective of Evaluation Criteria

The Old Colony Planning Council Economic Development District CEDS Process is guided by the Vision Statement and Goals included in the Action Plan. **Evaluative Criteria** has been created to reflect these two elements for three areas: the CEDS process, regional economic status, and specific economic development project status. It is difficult to identify exact determinants that encompass all factors within the goals and objectives of the action plan. Due to this, two measurements are used as evaluation criteria: they are **Quantitative Measurement** and **Qualitative Measurement**. The former is a statistical figure(s) that best represents the intention of the goal and the latter is a more descriptive measurement of the goal. The evaluation criteria will measure the success and direction of the CEDS program for the Old Colony Planning Council EDD.

CEDS Evaluation Sub Committee

The CEDS Committee has a CEDS Evaluation Sub Committee. This sub committee is assigned the task of providing input and guidance to the evaluation and monitoring of the CEDS process. The sub committee meets at least once per year to review the CEDS Goals and Objectives and measure the status or progress of the OCPC EDD in meeting CEDS Goals and Objectives based on their own observations as they relate to the performance measures as defined by the scoring system.

This committee presented its report at the June 8, 2009 CEDS Committee Meeting. The following section includes the Evaluation Sub Committee's findings.

GOAL A: PARTICIPATION IN CEDS PLANNING PROCESS.

OBJECTIVE: (Long Term): To have participation in the CEDS Planning Process from a broad a range of economic development practitioners in the region as possible and to, recognize the link between workforce development and economic development.

Participation in CEDS Planning Process:

QUALITATIVE MEASUREMENT: Increase efforts to have participation by as many groups as possible in the CEDS process. Work to increase meeting attendance, guest speakers, issue updates and presentations.

QUANTITATIVE MEASUREMENTS:

1. Increase the number of CEDS committee meetings from 6 to 7 this report year.
2. Increase attendance of the CEDS Committee from 35% to 50% during the current report year to allow for diverse participation in the CEDS process by economic development practitioners in the region.
3. Invite 3 guest speakers who will speak on regional economic development issues to three of the six CEDS Committee meetings.
4. Distribute updates to 10 economic development entities, 5 workforce development entities and three local colleges/universities in the region and monitor the number and organizations and participants that received the CEDS Community Economic Development Updates during the current report year.
5. Improve CEDS Outreach, by conducting one workshop on a key CEDS issue, viewing two EDA web conferences and attending two economic partners economic development functions during the current report year.

EVALUATION CRITERIA

NUMBER OF CEDS COMMITTEE MEETINGS

1. 5 or 6 annually (Excellent)
2. 4-5 annually (Good)
3. 4 or less annually (Needs Improvement)

TOTAL ATTENDANCE/AVERAGE ATTENDANCE

1. 60 or more annually (Excellent)
2. 30-60 annually (Good)
3. 30 or less annually (Needs Improvement)

GUEST SPEAKER/PRESENTATIONS

1. 6 or more annually (Excellent)
2. 3-5 annually (Good)
3. 2 or less annually (Needs Improvement)

CEDS COMMUNITY ECONOMIC DEVELOPMENT ISSUES UPDATES

1. 4 or more issue updates (Excellent)
2. 3 issue updates (Good)
3. Less than 2 (Needs Improvement)

CEDS OUTREACH ACTIVITIES

1. 3 or more annually (Excellent)
2. 1-2 annually (Good)
3. 1 or less (Needs Improvement)

EVALUATION RESULTS

CEDS COMMITTEE MEETINGS	2004-05	2005-06	2006-07	2007-2008	2008-2009
1. Number Held	7	5	6	6	6
2. Total Attendance	42	37	54	48	46
a) OCPC Delegates	6	5	5	5	5
b) Private Sector	12	12	16	12	16
c) Workforce/Econ Dev. Practitioners	14	12	22	22	20
d) Other (including transportation)	10	8	9	8	6
Average Attendance	7	6	9	8	7
3. Guest Speakers/Presentations	4	3	6	4	6
4. Issue Updates	12	10	12	12	6
5. Workshops/Web conferences	3	3	2	1	2

FINDINGS: In 2008-2009 six meetings were held. Overall attendance at meetings decreased. We lost one member due to a job change. There were 6 guest speakers and presentations. Issue updates were distributed to 10 economic development entities, 5 workforce development entities and three local colleges and universities. Staff and committee members attended six economic development partners' economic development functions during the 2008-2009 year.

GOAL B: PROMOTE THE IDENTIFICATION OF QUALITY INDUSTRIAL COMMERCIAL LAND AND THE REUSE OF OLDER FACILITIES IN THE REGION.

OBJECTIVE: (Long Term): To increase the supply of quality industrial or commercial land, to promote the development of technology ready sites with fiber optics improvements included in any infrastructure improvements, encourage water and wastewater improvements, identify growth industries and to recommend/advise on future land use.

QUALITATIVE MEASUREMANT: Increase efforts to perform community assistance projects that identify developable commercial/industrial land.

QUANTITATIVE MEASUREMENT: Determine how much commercial/industrial land in the region has been expanded/ developed based on the number of community assistance projects awarded the OCPC community.

**EVALUATION CRITERIA:
THE NUMBER OF COMMUNITY ASSISTANCE PROJECTS THAT ASSIST COMMUNITIES TO IDENTIFY OR DEVELOP COMMERCIAL/ INDUSTRIAL LAND.**

1. 6 or more community assistance projects that assist communities to identify or develop commercial/industrial land (Excellent)
2. 4-5 community assistance projects (Good)
3. Less than 3 community assistance projects (Needs Improvement)

EVALUATION RESULTS

<u>Year</u>	<u>Number of Community Assistance Projects</u>
2001-2002	5
2002-2003	9
2003-2004	9
2004-2005	6
2005-2006	5
2006-2007	6
2007-2008	5
2007-2009	6

<u>Year</u>	<u>Acres of Undeveloped Commercial/Industrial Land Identified As Available for Development</u>	
2001-2002	184.2	Town of Avon
2002-2003	183	Town of Abington
	164	Town of Pembroke
2003-2004	786	Town of Whitman
2004-2005	0	
2005-2006	4.6	Town of Abington (brownfield sites)

2005-2006	59.8	City of Brockton	(brownfield sites)
2005-2006	4.5	Town of East Bridgewater	(brownfield site)
2005-2006	6.6	Town of Hanson	(brownfield sites)
2005-2006	5.9	Town of Kingston	(brownfield sites)
2006-2007	0		
2007-2008	1000	Town of Plymouth	
2008-2009	N/A		
Total	2,528.6	Acres	

FINDINGS: Staff is working with the developers of a new Plympton Business Park that could result in over 1,000 jobs at full buildout.

Staff is working with the developers of the new Plymouth Rock Studios.

OCPC an active participant in the reuse planning for the closed South Weymouth Naval Air Station which includes the district town of Abington.

Staff is working with the Town of Plymouth on development proposals for 1,000 acres of land off of Bourne Road just north of Route 25.

Staff is participating in the Upper Taunton River Basin Regional Wastewater Evaluation Project, a 14 community (including 8 district communities), two phase effort to solve growing wastewater needs. It is seeking solutions which will maximize use of existing and potential capacity of major treatment plants in Brockton and the non-district communities of Taunton and Mansfield while disposing of treated wastewater close to its origins. The first phase, ending around December 2008 will review data and identify options. A second phase will examine these options in detail through a comprehensive Environmental Impact Report and recommend a set of solutions. The study involves the district communities of Abington, Avon, Bridgewater, Brockton, East Bridgewater, Easton, West Bridgewater, Whitman and the non-district communities of Foxboro, Mansfield, Norton, Raynham, Sharon and Taunton. This effort follows several year's efforts by the Old Colony Planning Council Regional Wastewater Planning Committee. It is complemented by the separate, more habitat, water quality and water budget orientated Taunton River Watershed Study of more general issues in the whole basin. The two studies will share findings.

Staff assisted the City of Brockton and the Brockton 21st Century Corporation in filing a successful Chapter 43D application with the state. The City was awarded \$100,000 to:

- Explore optimum use of the 20.98 acre 309 Battles Street closed "Fairfield Farms" manufacturing plant Priority Development Site.
- Continue to explore ways to streamline the local permitting process.
- To facilitate growth generally.

The October 27, 2008 Plymouth Town Meeting approved zoning and tax agreements that will allow construction of a movie and television studio on Long Pond Road. The \$400

million project includes plans for 14 sound stages, a 10 acre back lot, a theater, a 300 room hotel in a small village center and an education center. This is a site reuse. It will be built on the 240-acre Waverly Oaks golf course. Plymouth Rock Studios hopes to be operating by 2010 if construction funding can be obtained.

In December 2008 it was announced that The SouthField Studios on the site of the former South Weymouth Naval Air Station in the nearby non district community of Weymouth will move forward, with construction of that facility planned to begin in August, 2009 if funding is obtained .

These film and television studio projects are efforts to provide infrastructure to support the influx of movie projects to Massachusetts since the 2007 expansion of the state's film tax credit.

GOAL C: PROMOTE ENTREPRENEURSHIP AND PRESERVE EXISTING BUSINESS AND INDUSTRY BY PROVIDING PLANNING ASSISTANCE.

OBJECTIVE (Long Term): Increase the number of business startups and promote the retention of existing business and industry.

QUALITATIVE MEASUREMENT: Increase efforts to perform assistance to new and expanding businesses in the district.

QUANTITATIVE MEASUREMENT: Determine how much assistance resulted in new investment in the district.

EVALUATION CRITERIA:

ASSISTANCE TO NEW AND EXISTING BUSINESSES

1. Provide planning assistance to 5 or more new or existing businesses (Excellent)
2. Provide assistance to 3 or 4 (Good)
3. Provide assistance to less than 2 (Needs Improvement)

TOTAL ESTABLISHMENTS BY COUNTY, 2000-2001

	MA	PLYMOUTH COUNTY	BRISTOL COUNTY	NORFOLK COUNTY
2000	189,499	11,639	13,220	19,678
2001	177,434	11,977	13,364	19,738
% Change				
2000-2001	-6.4%	2.9%	1.1%	0.3%

EVALUATION RESULTS

ASSISTANCE TO NEW AND EXISTING BUSINESSES

Year	Number of businesses assisted
2001-02	5
2002-03	6
2003-04	6
2004-05	10
2005-06	10
2006-07	8
2007-08	8
2008-09	8

FINDINGS: In 2008-2009 Council staff provided demographic data to individuals seeking to start new businesses and to existing businesses seeking to stay in the area, expand in or relocate to this area.

GOAL D: WORK TO MAINTAIN AND ENHANCE THE REGION'S QUALITY OF LIFE.

OBJECTIVE (Short Term): Obtain state and local approval of a regional development vision that capitalizes on the growth and development of Southeastern Massachusetts while enhancing the region's quality of life and promoting regional economic development.

QUALITATIVE MEASUREMENT: Work with low scoring communities to make their zoning more smart-growth orientated.

QUANTITATIVE MEASUREMENT: Determine if low scoring communities have made changes to their zoning to be more "Smart Growth" orientated as a result of the survey.

EVALUTION CRITERIA:

Community score of 50 points or better on the "Smart Growth Audit" conducted by Vision 2020 in 2003-2004. Above 50 points = "some aspects of a smart growth approach to development."

75% or more communities above 50 points	(Excellent)
50% or more communities above 50 points	(Good)
Less than 50% of communities above 50 points	(Needs Improvement)

FINDINGS: The Smart Growth Audit, a self-assessment tool for the region's communities was completed by all of the 15 OCPC Communities. Nine of those communities or 60% scored above 50 points, while six or 40% scored below 50 points.

GOAL-E: SUPPORT THE DEVELOPMENT OF TRANSPORTATION PROJECTS NECESSARY FOR ECONOMIC DEVELOPMENT.

OBJECTIVES (Long Term): To increase mobility through highway improvements and improvements to air and railroad facilities in the region.

QUALITATIVE MEASUREMENT: Increase efforts to get transportation projects advertised and implemented.

QUANTITATIVE MEASUREMENT: Determine how many transportation projects have actually been advertised for construction in the past year.

EVALUATION CRITERIA:

Number of Transportation Projects / Year

1. 3 or more / year (Excellent)
2. 1-2 / year (Good)
3. 0-1 / year (Needs Improvement)

EVALUATION RESULTS

TRANSPORTATION IMPROVEMENT PROGRAM (TIP) PROJECTS ADVERTISED

	# of PROJECTS	FEDERAL FUNDS	STATE LOCAL FUNDS	TOTAL
FY 2000	3	\$1,986,237	\$1,609,559	\$3,595,796
FY 2001	4	\$ 962,393	\$3,024,598	\$3,986,991
FY 2002	5	\$3,968,710	\$3,331,025	\$7,299,735
FY 2003	5	\$2,690,839	\$1,585,962	\$4,276,801
FY 2004	4	\$4,569,637	\$1,142,409	\$5,712,046
FY 2005	4	\$7,523,528	\$1,880,882	\$9,404,410
FY 2006	20	\$8,974,510	\$2,243,627	\$11,218,137
FY 2007	5	\$5,901,051	\$1,475,263	\$7,376,314
FY 2008	6	\$10,056,640	\$9,023,546	\$19,080,186
Totals	56	\$46,633,564	\$25,316,871	\$71,950,418

FINDINGS: Transportation Planning is necessary for Economic Development.

- The Council/EDD promotes transportation improvement projects in the district though it's Transportation Improvement Program (TIP).
- The Council serves as a Metropolitan Planning Organization (MPO), which is the regional clearinghouse for transportation project funding.
- The Council/EDD performs transportation planning tasks for member communities.

- The Council has a Joint Transportation Committee (JTC) which deals with regional transportation issues and is open to the public. There were eleven JTC meetings and nine MPO meetings between June 2008 and June, 2009.
- Staff completed an updated Traffic Volume Report, and work on the Southeastern Massachusetts Commuter Rail Study and many community technical assistance studies.
- Staff is working on a wide variety of activities outlined in the FFY 2007-2010 Transportation Improvement Program including the 2008 Congestion Management Report, 2008 Land Use Management System Annual Report, 2008 Safety Management System Annual Report, 2008 Pavement Management System Annual Report, 2008 OCPC Databook, 2008 Old Colony Title VI Report, 2009 Transit Resource Directory, 10 Year Commuter Rail Parking Utilization Trend Analysis, 10 Year Park and Ride Parking Utilization Trend Analysis Abington Groveland Street Speed Study, Approximately 100 Turning Movement Counts, Approximately 200 Automatic Traffic Recorder Counts, Brockton Area Transit FY 2008 Fixed Route Ridership Report, Brockton Area Transit Route 2A Route Analysis, Brockton area Transit System Time Study, Brockton Safe Route to School Maps, Easton Draft Queset Commons Study, FFY 2007-2010 Transportation Improvement Program Adjustments and Amendments, FFY 2009 Unified Planning Work Program, Geographic Information System Mapping (approximately 300 maps) Halifax Route 58 and Route 106 Sub-Area Traffic Study, Human Service Coordination Plan and Related Solicitation Funding Round, Kingston Cranberry Road Traffic Study, Kingston Landing Road Safety Audit, Kingston Smiths Lane Speed Study, Kingston Route 27 at Route 106 Traffic Study, Massasoit Community College Vehicle Occupancy Study, Pembroke Road Inventory Technical Assistance, Pictometry Training and Installation, Plymouth 2008 Bourne Road Corridor Study, Plymouth John Alden Road Traffic Study, Plymouth Gunners Exchange Road Before and After Traffic Study, Plymouth Mayflower and Pleasant street Traffic Study, Plymouth 35 Intersection Study, Plympton Assessors Map Parcel Mapping, Regional Bicycle and Pedestrian Plan, Regional Transit Authority Fare Comparison Analysis, Route 27 Corridor Study (East Bridgewater, Brockton, Stoughton and Whitman), South coat Rail Priority Development and Priority Preservation Area Identifications, Stoughton Washington at York Street Traffic Study, Top 100 High Hazardous Crash Listing for the OCPC region, West Bridgewater Belmont and Plain Street Traffic Study, West Bridgewater Road Inventory Technical Analysis and West Bridgewater South Street Speed Study. Attention is also focused on the regional traffic counting program and maintaining a regional land use database program.

GOAL-F: PURSUE A POLICY OF SUSTAINABLE DEVELOPMENT.

OBJECTIVE: (Long Term): To maintain the number of working farms in the region.

QUALITATIVE MEASUREMENT: Increase efforts to work with the Pilgrim Resource, Conservation and Development Area Council to promote sustainable development principals in the district.

QUANTITATIVE MEASUREMENT: Determine how much land is being used for farms and how many farms exist in the district in the most recent year when data is available.

EVALUATION CRITERA: Promote expansion of number of farms in region.

EVALUATION RESULTS

ACREAGE DEVOTED TO AGRICULTURE AND NUMBER OF FARMS IN THE REGION, 1987, 1992, 1997, 2002

	MA	PLYMOUTH COUNTY Total	BRISTOL COUNTY Total	NORFOLK COUNTY Total
A. Farm Acreage				
1987	615,185	77,140	42,562	N/A
1992	526,440	72,247	34,235	N/A
1997	577,637	73,418	37,173	9,969
2002	518,570	59,445	36,085	12,645
B. Number of Farms				
1987	6,216	775	675	N/A
1992	5,258	668	523	N/A
1997	7,307	732	555	185
2002	6,075	794	624	208

Source: U.S. Census of Agriculture

FINDINGS: The amount of agricultural acreage in Norfolk county increased by 2,676 acres from 1997 to 2002 but the amount of agricultural acreage in Plymouth county decreased by 13,973 acres in that time period and the amount of agricultural acreage in Bristol county decreased by 1,088 acres in that time period. The number of farms increased in all three counties between 1997 and 2002 while the number of farms in Massachusetts was decreasing. The Council/EDD works with the Pilgrim Resource, Conservation and Development Area Council to promote sustainable development principals in the district.

GOAL-G: PROVIDE DATA AND INFORMATION TO SUPPORT ECONOMIC DEVELOPMENT IN THE REGION.

OBJECTIVE (Long Term): Make information available through the internet and Geographic Information Systems (GIS) and Pictometry, as well as traditional sources,

collect, research on future economic development trends, identify clusters, and identify problem areas or areas with potential future problems and future strengths.

QUALITATIVE MEASUREMENT: Increase efforts to make the community aware that OCPC is a data resource.

QUANTITATIVE MEASUREMENT: Determine how many data requests have been made in the most recent year and in what form they were answered.

EVALUATION CRITERIA: Data and Information requests answered. Job creation information as a result of these data requests is unavailable.

Data Requests Responded/Year

1. 70 or more (Excellent)
2. 50-69 (Good)
3. 40 or less (Needs Improvement)

EVALUATION RESULTS

Number of Data Requests*

<u>Year</u>	<u>Local</u>	<u>Regional</u>	<u>Out of State</u>	<u>Total</u>
2002	22	33	12	67
2003	21	35	14	70
2004	20	30	12	62
2005	22	33	10	63
2006	25	30	10	65
2007	20	25	10	55
2008	20	20	10	50

*Includes only those logged.

FINDINGS: The Council/EDD is a State Data Center for demographic information. The Council conducts an annual traffic counting program. Staff writes Community Development Plans that have Economic Development elements. Staff maintains a library of economic development information. Council staff writes and maintains a regional data book of demographic information useful for economic development. As of June, 2009 an updated 2008 version of the data book has been released and is being distributed.

GOAL-H: IMPROVE THE EDUCATION AND SKILLS OF THE REGION’S WORKFORCE.

OBJECTIVE (Long Term): Provide programs for continuous education of the region’s workforce so businesses can have access to a pool of employees with up-to-date skills.

QUALITATIVE MEASUREMENT: Encourage the District's manpower training partners to continue to develop workforce training programs to meet the needs of present and future employers in the region.

QUANTITATIVE MEASUREMENT: Determine if any new training efforts have been made in the past year and identify them for the current CEDS.

EVALUATION CRITERIA: Number of new workforce training programs instituted at Massasoit Community College and Bridgewater State College in the most recent year.

1. EDUCATIONAL ATTAINMENT* IN THE OCPC REGION, 1990-2000

	% Completed High School Or Higher		% Completed Bachelor's Degree Or Higher	
	<u>1990</u>	<u>2000</u>	<u>1990</u>	<u>2000</u>
OCPC Region	83.8%	89.3%	19.0%	25.2%
Massachusetts	80.0%	84.8%	27.2%	33.2

*for persons 25 years and older
Source: U.S. Census

2. COMMUNITY COURSES OFFERINGS FOR WORKFORCE SKILLS IMPROVEMENT IN LOCAL COLLEGES

New Workforce Training Programs Instituted

<u>Year</u>	<u>Massasoit Community College</u>	<u>Bridgewater State College</u>
2001	N/A	N/A
2002	N/A	N/A
2003	N/A	N/A
2004	N/A	N/A
2005	N/A	N/A
2006	N/A	N/A
2007	N/A	N/A
2008	N/A	N/A
2009	N/A	N/A

COURSES CURENTLY BEING OFFERED

MASSASOIT COMMUNITY COLLEGE, Brockton, Canton

At the Brockton campus the college offers Associate Degree programs in Business Administration, Child Care Education and Administration, Computer Application Specialist, Computer Information Systems, Criminal Justice, Culinary Arts, Fire Science Technology, Human Services, Liberal Arts Studies, Nurse Education, Radiologic Technology, Respiratory Care, Travel and Tourism, a One-Year Certificate Program in

Office Technologies and In-House Certificate Programs of Study in Child Care, Computerized Accounting, Computerized Office Services, Computer Repair and Maintenance, Computerized Tomography, Conflict Resolution, Department of Mental Retardation-Direct Support, Financial Support Services, Food Production, Irish-American Studies, Law Enforcement, Magnetic Resonance Imaging, Microsoft Office, Office Skills, Polysomnography, Travel and Tourism, and Website Design and Development.

At the Canton campus the college offers Associate Degree programs in Architectural Technology, Business Administration Careers –General Business, Criminal Justice, Diesel Technology, Electronic Technology, Heating, Ventilating & Air Conditioning Technology, Liberal Arts Studies, Visual arts, One Year Certificate Programs in Dental Assistant and Medical assistant and In-House Certificate Programs of Study in Fashion Merchandising, Insurance Billing Specialist, Law Enforcement, Medical Coding, Museum Studies and Phlebotomy.

BRIDGEWATER STATE COLLEGE, Bridgewater

The College has 20 undergraduate departments in the School of Arts and Science, ranging from Anthropology to Theater and Dance, four departments in the School of Business and five in the School of Education and Allied Studies. The College's interdisciplinary programs offer minors in Actuarial Science, Regional Development Studies (American, Asian, Canadian, Irish American, Latin and Caribbean, Russian and European), Health Resources Management, Urban Affairs, Public History, and Woman and Gender. Pre-professional program offerings include Pre-Medical, Pre-Dental, Pre-Veterinary and other medically-orientated professions. The Graduate School grants Masters degrees in Arts, Teaching, Education, Public Administration, Science, Science in Management, and Social work. Certificates of Advanced Graduate Studies in Educational Leadership, Mental Health Counseling, Reading and School Guidance Counseling are also available. Most recently, the college is offering a Doctor of Education (EdD) in the areas of Educational Leadership and Reading in collaboration with UMass/Lowell.

STONEHILL COLLEGE, Easton

The college has 33 major programs including Accounting, American Studies, Biochemistry, Biology, Chemistry, Communication, Computer Science, Computer Science and Computer Engineering, Criminology, Economics, Education Studies, English, Finance, Fine Arts, Foreign Languages, Gender Studies, Health Care Administration, History, International Business, International Studies, Management, Marketing, Mathematics, Multidisciplinary Studies, Neuroscience, Philosophy, Political Science, Psychology, Public Administration, Religious Studies and Sociology. A Masters Degree is offered in Accountancy.

FINDINGS: The region's educational attainment levels are improving. The region has a higher percentage for those who have completed high school than the state. There is still need for the region to improve in the area of bachelors degrees attainment or higher to keep pace with statewide improvement over ten years. Many programs, initiatives and incentives are being offered to address the education needs of the region's working

population. These educational resources provide area workers opportunities to gain and enhance skills and for employers to train new and current employees in needed skills.

GOAL-I: TO MEET THE NEEDS FOR FINANCING AND TECHNICAL SUPPORT AVAILABLE TO TROUBLED, EXPANDING, START-UP OR MINORITY OWNED FIRMS.

OBJECTIVE (Long Term): To support businesses in creation or retention of jobs.

QUALITATIVE MEASUREMENT: Work to support and increase the number of loans and industrial revenue bonds available to businesses in the district.

QUANTITATIVE MEASUREMENT: Identify the number of loans made by SEED Corp. and the number of revenue bonds reviewed in the district in the last year.

EVALUATION CRITERIA:

Number of Industrial Revenue Bonds Reviewed

1. 5 or more (Excellent)
2. 2-4 (Good)
3. 0-1 (Needs Improvement)

Number of jobs created as a result of the revenue bonds

1. 60 or more (Excellent)
2. 50-20 (Good)
3. Less than 20 (Needs Improvement)

Jobs saved as a result of the revenue bonds

1. 20 or more (Excellent)
2. 38-74/Year (Good)
3. Less than 38/year (Needs Improvement)

Number of RLF and Micro Loans Granted

1. 75 or more/year (Excellent)
2. 38-74/year (Good)
3. less than 38/year (Needs Improvement)

EVALUATION RESULTS:

REGIONAL INDUSTRIAL REVENUE BONDS REVIEWED FOR CONFORMANCE WITH REGIONAL PLAN

Year	Number of bonds reviewed	Total Amount of bonds	Jobs Created*	Jobs Saved*
2001-02	6	\$35,682,150	60	20
2002-03	3	\$45,500,000	30	15
2003-04	2	\$10,610,000	11	31
2004-05	1	\$28,000,000	25 statewide	N/A
2005-06	4	\$16,134,104	176	1,197
2006-07	2	\$47,600,000	21	N/A
2007-08	3	\$16,815,000	19	164
2008-09	2	\$24,742,000	22 statewide	381

*number of jobs created and saved are stated in the bond applications

LOANS PROVIDED BY SEED CORPORATION UP TO 2008

	No. of Loans	Total Amount	#New Jobs
SBA 504	482	\$166.5 million	4,398
Revolving Loan Fund	342	\$12.4 million	2,091
Micro Loan Program	300	\$6.6 million	865
SEED Venture Finance LLC (2006-2008)	12	\$6.5 million	

LOANS PROVIDED BY SEED CORPORATION IN BROCKTON UP TO 2008

	No. of Loans	Total Amount	# New Jobs
Brockton Loan Pool	35	\$1.1 million	158
Other Loan Programs	46	\$12.7 million	358

FINDINGS: The South Eastern Economic Development (SEED) Corporation is an excellent source of business funding in Southeastern Massachusetts. SEED Ventures LP, a \$20 million mezzanine/venture capital fund is now in place to address the gap for equity capital. SEED Corp. has funds available for small businesses in Brockton. The funds are available the Revolving Loan Fund which provides loans up to \$100,000 which represent a portion of the total financing needed, assist with working capital and fixed asset projects, and are subordinated to a participating bank and the Brockton Micro Loan Program. This program was established with grants from the U.S. Economic Development Administration (EDA) and BankBoston, with technical assistance from SEED Corporation. The following agencies were involved in developing the program: the Mayor's Office of Economic Development, Metro South Chamber of Commerce, the Brockton 21st Century Corporation, the Brockton Community Corporation and the Old Colony Planning Council.

This pool of funds enables SEED to make loans of up to \$25,000 which can be used for working capital, real estate for the use of the small business and for machinery and equipment. Larger loans can be considered depending on the economic impact of the loan. The loan term is up to five years with options to defer payments over longer periods

to establish seasonal schedules as needed. The Loan Rate is generally market rate and based on an analysis of the business' needs and repayment ability. Eligible businesses include Manufacturing, retail, wholesale and service businesses generally meeting the definition of small business.

MassDevelopment continues to assist area businesses with issuing revenue bonds, although their number has gone down in recent years.

GOAL J: PROMOTION AND DEVELOPMENT OF OUR TOURISM INDUSTRY.

Objective (Long Term): To provide improved linkage between regional tourist attractions.

QUALITATIVE MEASUREMENT: Work with the local tourism authorities to increase awareness of Plymouth County tourism opportunities.

QUANTITATIVE MEASUREMENT: Identify and put in the most recent CEDS the most recent available room occupancy tax collection figures.

EVALUATION CRITERIA: Room tax collection figures for state and Plymouth County.

EVALUATION RESULTS:

COUNTY VIS-À-VIS STATE ROOM OCCUPANCY TAX COLLECTIONS (\$000), 1999-2006

	<u>State</u>	<u>Plymouth County</u>
FY 2000	\$137,005	\$1,823
FY 2001	\$149,617	\$1,601
FY 2002	\$123,306	\$1,808
FY 2003	\$119,991	\$1,933
FY 2004	\$120,178	\$2,174
FY 2005	\$133,487	NA
FY 2006	\$105,808	\$1,776
FY 2007	\$111,087	\$1,903
FY 2008	\$119,137	\$1,597

Source: MA Department of Revenue

FINDINGS: State room tax collections reached a high point in FY 2001 and Plymouth County room tax collections reached a high point in FY 2004. State room tax collections increased from FY 2007 to FY 2008. Plymouth County room tax collections have decreased from FY 2007 to FY 2008.

GOAL-K: PROMOTE TRANSIT ORIENTED DEVELOPMENT (TOD)

OBJECTIVES: (Long Term): To develop mixed-use, higher density development centered on existing or new transportation facilities. To create efficient land use practices with compact development patterns, less dependence on automobiles, a range of housing opportunities and choices, and an improved jobs/housing balance.

QUALITATIVE MEASUREMENT: Increase efforts by OCPC to provide guidance to communities in our region in creating TOD districts.

QUANTITATIVE MEASUREMENT: Determine the economic impact (Construction jobs, permanent jobs, number of residents, rental income) from the implemented TOD zoning districts in the region.

EVALUATION CRITERIA: Number of communities in OCPC region adopting Transit Oriented Development zoning and doing projects in those areas with OCPC assistance.

Communities adopting TOD Zoning with OCPC assistance

- 1. 3 or more annually (Excellent)
- 2. 2-3 annually (Good)
- 3. 1 or less (Needs Improvement)

Permanent Jobs Created

- 1. 20 or more (Excellent)
- 2. 10-19 (Good)
- 3. 18 or less (Needs Improvement)

EVALUATION RESULTS

<u>Year</u>	<u>Communities Adopting TOD Zoning</u>	<u>Projects done with OCPC Assistance</u>	<u>Permanent jobs created</u>
2001-2002	0	0	0
2002-2003	0	0	0
2003-2004	1	1	5
2004-2005	0	0	0
2004-2006	0	0	0
2006-2007	0	0	0
2007-2008	0	0	0
2008-2009	0	0	0

FINDINGS: The District Town of Abington has enacted a Transit Oriented Development (TOD) Zoning District in the town of Abington. The City of Brockton has a TOD Overlay District. The Council is supporting TOD planning as part of the

redevelopment planning for the closed South Weymouth Naval Air Station. Downtown Brockton TOD development includes the Brockton Area Transit (BAT) Intermodal Center (see below), the successful condominium project SoCo across the street from the BAT Intermodal Center, and the conversion of the Strathmore Building near the BAT Center into condos. In March, 2006 a proposal was announced to convert the Knight Building, which is located across the street from the Brockton Center T station (and the OCPC offices) to condos. This project is awaiting financing. Other condo buildings have been built near the other two train stations in Brockton. In downtown Brockton the Renaissance Center, a new TOD project including 308 residential units, 7,700 square feet of commercial use, 4,500 square feet of retail use and a 460 space parking garage is in the planning review process in June, 2009.

OCPC completed the South Hanson Transit Oriented Development Study in October, 2005. The study was completed for the Town of Hanson to explore opportunities to provide for a mix of land uses near the Hanson Commuter Rail station. The study also included a draft bylaw for creating a TOD district for this area. South Hanson, which includes this area has traditionally served as the town's commercial center and contains the former Ocean Spray Cranberry factory, which is presently partially occupied. OCPC is furnishing guidance to communities in our region in creating TOD districts.

In November, 2004 Governor Mitt Romney honored 10 exceptional smart growth projects from across the state. Receiving awards were the Town of Abington. The Town of Abington created a Transit Oriented Development District encompassing 30 acres around the town's commuter rail station to encourage the development of uses that complement both the existing rail line and the surrounding residential areas. Also honored was the City of Brockton – Brockton Area Transit Authority (BAT). The Brockton Area Transit Authority's Intermodal Transportation Center is the centerpiece of the City's efforts to revitalize its downtown using Transit Oriented Development and Smart Growth strategies.

GOAL-L: ENCOURAGE THE CREATION OF LOCAL ENERGY SOURCES FOR BOTH EMERGENCY AND LONG TERM USE AND SUPPORT THOSE COMMUNITIES WITHIN THE OCPC REGION CONSIDERING THE FORMULATION OF INDEPENDENT LOCAL ENERGY UTILITIES. SUCH VENTURES INCLUDE BUT ARE NOT LIMITED TO: SOLAR POWER, WIND ENERGY, FUEL CELLS, GEOTHERMAL ENERGY, NUCLEAR ENERGY AND NATURAL GAS FIRED COMBINED CYCLE ELECTRIC GENERATING PLANTS.

OBJECTIVES (Long Term): To make available alternative emergency and supplementary sources for electrical energy allowing for interconnection with area transmission grid systems where possible.

QUALITATIVE MEASUREMENT: Continue efforts to work with project proponents to implement these projects

QUANTITATIVE MEASUREMENT: Determine the economic impact of the construction of local independent energy sources.

EVALUATION CRITERIA: Number of OCPC communities exploring local energy sources with OCPC assistance.

1. 3 or more annually (Excellent)
2. 2-3 annually (Good)
3. 0-1 annually (Needs Improvement)

EVALUATION RESULTS

Year	Number of Communities Planning Alternative Energy Sources With OCPC Assistance
2001-2002	0
2002-2003	1
2003-2004	1
2004-2005	1
2005-2006	0
2006-2007	0
2007-2008	0
2008-2009	0

FINDINGS: In October, 2006 the City of Brockton completed the largest solar power (photovoltaic) plant in New England. The Brockton Brightfield is a 425 kilowatt (kW) photovoltaic (PV) solar energy system located on a 3.7 acre environmentally remediated brownfield. At the time of completion, the plant was the largest solar energy solar energy plant in New England and the largest brightfield – an idle remediated “brownfield” transformed into a solar generating station – in the nation. This plant generates an estimated 535 Megawatt hours (MWh) of electricity annually, enough energy to power approximately 71 homes.

The towns of Plymouth and Kingston are looking into the possibilities of using wind power. The Town of Pembroke is planning to test to see if wind power can be used to run its five public water supply wells. OCPC will provide guidance to those member communities involved in or to be involved in the creation of local energy resources

The Town of Kingston is exploring installing a wind turbine to generate electricity. The state Department of Environmental Protection has granted the town a permit to build a wind-monitoring tower on a capped landfill near the Independence Mall. This test tower was built. Construction of the monitoring tower was paid for by the Massachusetts Technology Collaborative. Kingston was one of the first towns to take advantage of a \$4 million program offered by the collaborative in 2003 to help towns start wind power

projects. If the site is deemed suitable, the collaborative will conduct an economic survey to help the town decide how to finance a wind turbine project. There would also be a permitting and public hearing process.

According to the April 8, 2008 Patriot Ledger the Monday, April 7, 2008 Town Meeting approved the creation of an enterprise fund that will allow the town to install, finance and operate a wind turbine. A home-rule petition to be filed with the Legislature would enable a wind energy enterprise fund to be set up under the control of selectmen and the town administrator. Kingston is studying the feasibility of building a turbine that would generate 1.5 to 2 megawatts at its wastewater treatment plant near Route 3, though other sites are possible. A consultant has said that a two megawatt turbine would generate \$7.8 million in “net cash” for the town over 20 years. Building the turbine would need town meeting approval. Town meeting also approved zoning a sliver of town-owned land near the Plymouth line as a “wind turbine overlay district.”

The Town of West Bridgewater Water Department received approval at June 2006 Town Meeting to build a 250-kilowatt wind turbine to generate electricity to run its pumps and filtration equipment. A test tower has been erected.

A privately-funded 350-megawatt, natural gas fired combined cycle electric generating plant in the Oak Hill Way Industrial Park in Brockton received an 8 to 0 vote by the state’s Energy Facilities Siting Board to proceed with construction. It is estimated that the \$350,000,000 project will employ 300 construction workers over a two year period. Cooling water will be supplied from a portion of the purified effluent now being wasted from the City’s adjacent Wastewater Treatment Plant. Federal and State regulatory authorities have confirmed that the design, operation and maintenance of the Brockton Clean Energy power plant meets or exceeds the strict standards governing all safety, health and environmental issues.

The Plymouth County Commissioners in June, 2009 are reviewing the engineering and finance details of the Plymouth County Wind Initiative. This project, which includes the placement of six utility scale wind turbines on two large properties owned by the County, will provide ten times the electricity needed for County operations, making power available at discounted rates for communities who participate in the Plymouth County Electric Cooperative. This activity will be centered on Plymouth County’s Environmental Sustainability Campus, a 106 acre parcel in the Town of Plymouth. The campus will potentially provide incubator space for reemerging technologies in the energy and solid waste industries.

VI. IMPLEMENTATION PLAN

This program is to be implemented by the CEDS Committee and by District staff in cooperation with the many agencies noted under Interagency Coordination.

A. PROGRAM STRATEGY ACTIONS

The program strategy is to pursue the District's Goals and Objectives through support to the CEDS Process and implementation of the Priority Project List.

B. COMMUNITY AND PRIVATE SECTOR PARTICIPATION

The community in general and the private sector have been involved in the development and implementation of the CEDS. They are involved through their representation on the OCPC Council and the CEDS Committee.

C. MAJOR WORK ELEMENTS AND PRIMARY RESPONSIBILITIES

Short Term – one to two years

- (a) Ongoing Planning Support of the CEDS Committee, reviewing MassDevelopment bonds and implementing special projects. – District Staff
- (b) Updating the District's Community Information and Data Book and distributing it to interested firms, agencies and citizens. – District Staff
- (c) Updating goals, objectives and project review criteria, reviewing proposed projects and setting priorities for EDA funding. – CEDS Committee with District staff support
- (d) Preparing Annual CEDS Report. – District Staff and CEDS Committee with approval by CEDS Committee and OCPC District Governing Board.
- (e) Updating the inventory of industrial/commercial land and space. - District Staff
- (f) Committee members provide input and participate in the process. – CEDS Committee
- (g) The forum used to solicit committee member participation in the process will be identified. CEDS Committee and District staff.
- (h) The Chairman and the Vice Chairman will regularly attend meetings. – CEDS Committee Officers.
- (i) One of the main duties of the Committee officers will be to introduce or facilitate discussions on economic development topics that are unique to the region. – CEDS Committee Officers.
- (j) The Committee will be involved in all OCPC economic development initiatives and regional activities. – CEDS Committee.
- (k) The Committee will examine rotating CEDS Committee meetings throughout the region. - CEDS Committee.
- (l) Subcommittees will address or implement specific issues described in the CEDS. – CEDs Committee.

- (m) The yearly CEDS project letter will be circulated to the entire District's community Executive Officers and Community-Based Development Organizations. CEDS Committee and District Staff.
- (n) Needs and concerns of organizations represented and committee members will be solicited and addressed as part of the planning process whenever possible. – CEDS Committee and District Staff
- (o) Regional economic development programs or initiatives will be encouraged through CEDS Committee member interaction. –CEDS Committee and District Staff.

Long Term – More than two years

- (a) Continuing to work with communities other agencies and consultants to plan and implement productive reuse of the closed South Weymouth Naval Air Station.- CEDS Committee and District Staff.
- (b) Continuing to work to expand and protect public water supplies and support maintaining water supply infrastructure. District Staff in cooperation with local water commissions and planning and conservation boards.
- (c) Support the revitalization of Downtown Brockton - CEDS Committee, District Staff
- (d) Work to implement the Brockton Area Commercial Industrial Incubator. – District Staff
- (e) The CEDS Committee will work to improve the attendance of members at CEDS Committee meetings. – CEDS Committee and District Staff.
- (f) The CEDS Committee will work to encourage representation and participation by cultural, minority and woman's interests. – CEDS Committee
- (g) The CEDS Committee will examine economic development activities that address the specific needs of the minority population of the district. – CEDs Committee.
- (h) Priorities for Council economic development activities will be set by the CEDS Committee. – CEDs Committee
- (i) Tasks will be assigned to CEDS Committee members and will be monitored and documented. – CEDS Committee and District Staff
- (j) Old Colony Planning Council will attempt to develop economic development programs for implementation. – CEDS Committee and District Staff.
- (k) Evaluation procedures for OCPC EDD Economic Development activities will use Quantitative and Qualitative Measures. – CEDS Committee and District Staff.

VII. ORGANIZATION AND MANAGEMENT

BACKGROUND

The Overall Economic Development Program (OEDP) Committee predecessor of the current CEDS Committee was established in 1973.

On October 9, 1973 The Brockton Redevelopment Area was designated a Title I area in accordance with Section 102 of the Public Works and Economic Development Act of 1965. Subsequently, on February 4, 1974, the Brockton Redevelopment Area was designated a Title IV area in accordance with Section 401 (A) (4) of the Public Works and Economic Development Act of 1965.

The Plymouth Redevelopment Area was designated a Title IV area in accordance with Section 401 (A) (4) of the Public Works and Development Act of 1965, on February 8, 1966.

In mid 1976 the Old Colony region was designated a provisional Economic Development District by the U.S. Economic Development Administration.

On May 11, 1979 the U.S. Economic Development Administration designated the Old Colony Economic Development District.

The purpose of an Economic Development District is to foster successful economic development on a large scale by grouping together economically distressed and healthy areas – redevelopment areas and economic development centers.

The District encompasses portions of three counties, fifteen municipalities and two redevelopment areas. The District's County membership includes the City of Brockton and the towns of Abington, Bridgewater, East Bridgewater, Halifax, Hanson, Kingston, Pembroke, Plymouth, Plympton, West Bridgewater, and Whitman in Plymouth County, Avon and Stoughton in Norfolk County and Easton in Bristol County.

These redevelopment areas were designated on the basis of "substantial and/or persistent unemployment." Redevelopment area designation allows an area to be eligible for the whole range of programs authorized by the Public Works and Economic Development Act.

Redevelopment Areas were originally established on the basis of Labor Market Area (LMA) information furnished by the Massachusetts Department of Employment and Training (DET). Since designation however, DET has changed the labor market boundaries. For the purposes of manpower training, DET has established Service Delivery Areas (SDA's). Much of the statistical information is now provided for these geographical divisions. The former DET is called the Massachusetts Executive Office of Labor and Workforce Development (EOLWD).

DISTRICT ORGANIZATION AND THE CEDS COMMITTEE

The District Program comes under the overall direction of the OCPC Economic Development District (EDD) Governing Board. This is comprised of the members of the Old Colony Planning Council. The Council consists of up to thirty municipal representatives (Mayors, Selectmen, Planning Boards or their designees) and one at large member, representing low income and minority group interests.

The Old Colony Planning Council Economic Development District Comprehensive Economic Development Strategy (CEDS) Committee sets policy and provides guidance on all matters relating to the economic development of the District. It also serves as the working committee on economic development matters, and is responsible for developing criteria and ranking economic development projects in the District.

The Committee guides and assists the overall staff effort to prepare and implement the District's comprehensive economic development strategy. The CEDS Committee has a broader membership than the Council and consists of manpower specialists, economic development practitioners, community groups, financial and business representation, college and university interests and others. The Committee seeks to expand by attracting new members and to play a role in regional economic development issues. Membership lists for both committees are included in this section.

**OLD COLONY PLANNING COUNCIL
 OLD COLONY ECONOMIC DEVELOPMENT DISTRICT
 GOVERNING BOARD OFFICERS**

Jeanmarie Kent Joyce	President
Lee Hartmann	Secretary
Robert G. Moran, Jr.	Treasurer

DELEGATE	COMMUNITY	AFFILIATION	RACE	SEX
A. Stanley Littlefield	Abington	Attorney	W	M
Christopher Aiello*	Abington	Government	W	M
Frank Staffier	Avon	Government	W	M
Charles Marinelli*	Avon	Government	W	M
Anthony Anacki	Bridgewater	Business	W	M
Robert Moran Jr.	Brockton	Business	W	M
Preston Huckabee	Brockton	Business	W	M
Richard O'Flaherty	East Bridgewater	Labor	W	M
Jeanmarie Kent-Joyce	Easton	Government	W	F
Stephen Donahue	Easton	Business	W	M
John Mather	Halifax	Government	W	M
Troy Garron*	Halifax	Government	B	M
Robert Overholtzer	Hanson	Government	W	M
Phillip Lindquist	Hanson	Government	W	M
Paul F. Basler	Kingston	Government	W	M
Gerard Dempsey	Pembroke	Business	W	M
Brian Van Riper*	Pembroke	Government	W	M
Lee Hartmann	Plymouth	Government	W	M
Valarie Messard	Plymouth	Government	W	F
John Rantuccio*	Plympton	Government	W	M
James Mulcahy	Plympton	Government	W	M
Joseph Landolfi	Stoughton	Business	W	M
Robert Kuver	Stoughton	Business	W	M
Eldon Moreira*	West Bridgewater	Government	W	M
Nancy Bresciani	West Bridgewater	Business	W	F
Fred Gilmetti	Whitman	Government	W	M
Daniel Salvucchi*	Whitman	Government	W	M
Matthew Striggles**	At-Large	Government	B	M

* Elected Official

** At Large representing low income and minority group interests

**OLD COLONY ECONOMIC DEVELOPMENT DISTRICT
COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY COMMITTEE 2008-2009 MEMBERSHIP**

NAME	RESIDENCE	OCCUPATION AFFILIATION	REPRESENTING	RACE	NATIONALITY	SEX	APPT DATE
Mary Waldron Chair	Brockton	Economic Dev. Officer/Brockton 21 st Century Corp.	Economic. Development	C	Irish	F	2005
William Tedoldi Vice Chair	Needham	Pro Venture Business Group	Business	C	Italian	M	1990
Joseph Landolfi Vice Chairman Emeritus	Stoughton	Sales/ Stoughton OCPC Delegate	Business	C	Italian	M	1984
Roberta Allen	Brockton	Business owner	Business	B	African	F	2006
Paul Cripps	Abington	Executive Director Plymouth County Development Council	Econ. Dev./ Tourism	C	English	M	2004
Larry Cameron	Fall River	MassDevelopment	Econ. Dev.	C	English	M	1998
Christopher Cooney	Berkley	President & CEO Metro South Chamber of Commerce	Business	C	Irish	M	1998
Denis Hanks	Plymouth	Plymouth Office of of Economic Dev./ Plymouth Area Chamber of Commerce	Economic Development	C	English	M	2000
Sheila Sullivan-Jardim	Brockton	Exec. Dir. Brockton Area Workforce Investment Board	Workforce Development	C	English	F	2007
Reinald Ledoux	Bridgewater	Executive Director Brockton Area Transit	Transportation	C	German	M	2000
Kimberly McLaughlin	Brockton	Executive Director Career Works	Workforce Development	C	Irish	F	2007
Daniel Miles	Brockton	Consulting Engineer	Business	C	Lithuanian	M	1986
Kevin O'Rourke	Brockton	Brockton Area Private Industry Council	Workforce Development	C	Irish	M	2001
Robert L. Pillarella	Avon	Planning Board	Government	C	Italian	M	2004
Marc Rousseau	Easton	Town Planner	Government	C	French	M	2007
Charles Seelig	Halifax	Town Administrator	Government	C	German, many	M	1998
Elaine Stewart	Brockton	Massasoit Community College	Education/ Workforce Dev.	C	English	F	2007
James Walsh	Brockton	MassDevelopment	Econ. Dev.	C	Irish	M	2007
Donald Walsh	Boston	President Brockton 21 st Century Corp.	Econ. Dev .	C	Irish	M	2009
Laurie Walsh	Taunton	Com. Loan Officer Bus. Assist. Mgr SEED Corp.	Econ.Dev	C	Irish	F	2009

MAILING ONLY

Matthew Sucedolski	Philadelphia	EDA	Government				
Martine Gomes	Brockton	Cape Verdian	Minority Organization				
Kerri Nichols	Easton	Cham. Of Commerce	Business				
Dr. Deniz Leuenberger	Bridgewater	Bridgewater State College	Regional Development				
Dr. Robert Rosenthal	Easton	Stonehill College	Education/Economic Development				
Terry Schneider	Stoughton	Cham. Of Commerce	Business				

COMMUNITY AND PRIVATE SECTOR PARTICIPATION

The District cooperates with a wide range of local, regional and state/federal agencies and organizations in the development and implementation of the CEDS. These agencies, activities and interagency relationships are summarized below.

- Brockton Area Workforce Investment Board

BAWIB is one of 16 Workforce Investment Boards (WIBs) statewide working to build links between the business community and the workforce. The Boards oversee and implement workforce development activities in the Commonwealth. They are comprised of private sector business people, labor, education and community leaders and serve as conduits for state and federal workforce development funds. Serving ten communities, BAWIB recognizes the needs of Employer Services with regard to building a skilled and productive workforce. BAWIB's initiatives include but are not limited to: Building Essential Skills Through Training (BEST), Extended Care Career Ladder Initiative (ECCLI), Workforce Training Funds (WTF), One-Stop Career Centers, School to Career Connecting Activities and Youth Summer Jobs and Educational Programs. The District Executive Director serves on the BAWIB Board of Directors.

- Metro South Chamber of Commerce

The District shares demographic data with the regional chamber of commerce. The Chamber is an active member of the CEDS Committee. The District Executive Director serves on the Chamber's Board of Directors.

- Brockton Area Transit Authority

The BAT system serves Brockton and portions of Avon, Bridgewater, Stoughton and West Bridgewater. It gives access to employment opportunities within its communities and in the Boston area through its connections with the three MBTA commuter rail stations in Brockton, and service to the MBTA Ashmont transit station in Boston and with the MBTA bus service at the Brockton/Holbrook line. District staff works closely with BAT on service planning and technical assistance issues.

- Brockton 21st Century Corporation/Building a Better Brockton

This non-profit economic development corporation was established by state legislation to do economic development planning, program implementation and promotion for the city. District staff works closely with B21CC/BBB on economic development issues facing the city. Their President represents B21CC/BBB on the CEDS Committee and their Economic Development Officer serves as CEDS Committee Chair.

- CareerWorks

This agency, located in Brockton, is a unit of the University of Massachusetts. It provides job placement and career counseling services to displaced workers and area employers.

- Mayor's Economic Advisors

This group provides the Brockton mayor with direction and follow through on economic development projects and programs in the city. The OCPC Executive Director serves on this committee.

- Old Colony Joint Transportation Committee

This group is the citizen and community advisory arm of the region's Metropolitan Planning Organization (MPO), the Old Colony Planning Council, as required by the federal "3C" process. The committee includes members of all District communities and is staffed by the Council's transportation planning staff.

- Plymouth County Development Council

This agency promotes tourism and economic development in Plymouth County. The District is a member of PCDC. OCPC co-sponsors with PCDC an annual breakfast meeting of transportation, government and economic development people.

- South Shore Tri-Town Development Corporation

This group manages the redevelopment of the closed South Weymouth Naval Air Station. District staff provides technical assistance to this group. OCPC is represented on the SSTTDC Advisory Board.

- Brockton Area Private Industry Council

BAPIC's Education and training programs target youth and adults who require academic remediation and employability skills in order to transition into the workforce. BAPIC's programs are designed to positively impact the educational skills and economic status of Brockton residents, and provide the business community with a more educated and skilled workforce.

- Town of Plymouth Office of Economic Development.

This is the official development entity for the Town of Plymouth and is represented on the CEDS Committee.

- Community Partnership for Adult Education

This workgroup supports adult education for working adults adding to employment skills of the area workforce. District staff is a member of this group.

- University of Massachusetts Extension

This is a cooperating agency of the U.S. Department of Agriculture. It's affiliate, the Citizen Planner Training Collaborative, provides training to planning and zoning boards. The District Economic Development Specialist/Community Development Planner is Chair of the CPTC Advisory Board.

- Bridgewater State College Institute for Regional Development.

The institute serves as the visible focal point for Bridgewater State College initiatives relating to enhancing the quality of life in Southeastern Massachusetts. The mission of the Institute is to serve as a resource center for the public, private and non-profit sectors of Southeastern Massachusetts through applied research, training and technical assistance programs.

- TRA Department of Education Advisory Board

This group serves as the advisory board to the Massachusetts Department of Employment and Training funded English as Second Language/Adult Basic Education program at Training Resources of America in Brockton.

- Taunton River Basin Team

An EOEIA sponsored group involving local environmental groups and District staff that implements watershed water quality projects for the area.

- Central Plymouth County Water District

This entity is empowered to prevent flooding and oversee seasonable diversions from two major ponds to the City of Brockton water supply system's Silver Lake Reservoir and to plan for long-term provisions for regional water supplies.

- Canoe River Watershed Advisory Committee

A multi-regional body reviewing potential water supply impacts of major projects overlying the Canoe River aquifer shared by the District town of Easton and the non-district towns of Sharon, Mansfield, Norton, and Foxboro.

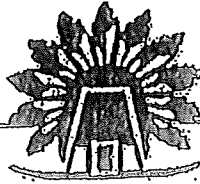
- South Eastern Economic Development Corporation.

Operates several EDA financed Revolving Loan Funds (RLFs) including a micro-loan fund dedicated to Brockton. It is a Small Business Administration (SBA) 502/503 Certified Lender. District Staff are members of SEED.

- Pilgrim Resource Conservation & Development Area Council

Assists member communities to carry out projects for resource conservation and community development that lead to sustainable communities.

Old Colony Planning Council



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Daniel M. Crane
Executive Director

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EEO/AA POLICY Statement of Nondiscrimination

The Old Colony Planning Council is committed to a policy of nondiscrimination. No one will be denied admission or excluded from participation in any program or activity because of race, sex, color, religion, national origin or physical handicap.

The Old Colony Planning Council is an affirmative action/equal opportunity employer.

The Old Colony Planning Council will not allow any form of sexual harassment or any such conduct that has the purpose and/or effect of interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

The Old Colony Planning Council complies with conditions of a drug-free workplace.

The Bidder's Code of Conduct and Conflict of Interest Policy

The Old Colony Planning Council will abide by the State of Massachusetts' policy regarding the Bidder's Code of Conduct and Conflict of Interest Policy.

The Old Colony Planning Council has not participated in lobbying activities.

Disclosure Statement

The Old Colony Planning Council represents that no one from its staff is a member of the Council of Delegate Members.

Signed: _____

Daniel M. Crane, Executive Director
Old Colony Planning Council

Date: _____

APPENDIX

SUMMARY OF CEDS COMMITTEE MEETING MINUTES 2008-2009

September 15, 2008

The Committee heard a presentation by Mr. James R. Watson, OCPC Supervisor of Comprehensive Planning and CEDS Committee Chair Ms. Mary Waldron on Chapter 43 Expedited Permitting Projects in our region. OCPC Transportation Planner Raymond A. Guarino did a presentation on the recently completed Town of Plymouth Bourne Road Study.

November 10, 2008

The Committee heard a presentation by Ms. Laurie Walsh, SEED Corporation Commercial Loan Officer and Business Assistance Manager on SEED Corporation's loans in the Brockton area. The Committee reviewed a MassDevelopment tax-exempt bond for \$3,700,000 for the Lutheran Housing Corporation in Brockton that will create twelve new jobs.

January 12, 2009

CEDS Committee Chair and Brockton 21st Century Corp./Building a Better Brockton Economic Development Specialist Ms. Mary Waldron updated the Committee on changes at Brockton 21st Century Corp./Building a Better Brockton.

February 9, 2009

The Committee heard a presentation by Ms. Rebecca Sullivan, Mass Development First Vice President and Specialist for Infrastructure Bond Financing on financing for infrastructure projects that will aid economic development.

April 13, 2009

The Committee reviewed and approved the Goals and Objectives, Action Plan, Priority Economic Development Projects and the draft 2009 CEDS Update.

June 8, 2009

The Committee approved the recommendation of the CEDS Evaluation Subcommittee. The Committee reviewed a MassDevelopment tax-exempt bond for \$21,042,000 for Lutheran Social Services of New England that will create 10 new jobs.